Workshops for the Handicapped

AN ANNOTATED BIBLIOGRAPHY

No. 1

DISTRIBUTED THROUGH COURTESY OF
NATIONAL ASSOCIATION OF SHELTERED WORKSHOPS
AND HOME BOUND PROGRAMS, INC.
1029 Vermont Avenue, N. W. Suite 1102
Washington 5, D. C.

Compiled by

Joseph Stubbins, Ph.D.

with the assistance of

JERRY S. KINZEL
EDWIN T. KURATA
ANNE L. QUICK
RICHARD L. SILVIS

1964

Z5346
W65 1964

AMERICAN FOUNDATION
FOR THE BLIND INC.

WORKSHOPS FOR THE HANDICAPPED

AN ANNOTATED BIBLIOGRAPHY - No. 1

Covering the period 1955 to June 1964

The preparation and publication of this bibliography was made possible by
a grant from the
Vocational Rehabilitation Administration
Department of Health Education & Welfare

REHABILITATION COUNSELING PROGRAM
CALIFORNIA STATE COLLEGE AT LOS ANGELES
5151 State College Drive
Los Angeles, California 90032

Library of Congress Catalog Card No. 64-64727

Printed by Progress Printers, Monterey Park, California

C O N T E N T S

	Page No.
Annotated bibliography	1
The Literature on Workshops for the Handicapped — Joseph Stubbins	51
Book Review: Contract Procurement Practices of Sheltered Workshops by Michael Dolnick. Reviewed by Nathan Nelson	54
The Consultant in Workshops for the Handicapped — Calvin H. Simons	56

Digitized by the Internet Archive
in 2013

http://archive.org/details/workshopsforhand00jose

Acker, M. & Thompson, D. A. Development of the prevocational unit: Stanford Rehabilitation Service. Arch. phys. Med. Rehabilit., 1960, 41, 195-198.

The report concerns an effort to develop tools which will enhance vocational prognosis. The prevocational unit is visualized as one to be used for the evaluation of vocational potential of vocationally handicapped clients. The chief concerns of the unit are learning ability, emotional tolerance, skill potential, and the ultimate objective for each client is the determination of his ability to develop and sustain levels of work behavior acceptable to industry.

Ajirogi, H. H. & Kino, M. Hawaii work training program. Rehabilit. Rec., 1962, 3, 20-22.

This is a report on an OVR-sponsored project, undertaken in 1960, which has accelerated the vocational habilitation of the mentally retarded in Hawaii. The project is designed to provide work evaluation, work training, and job placement for the mentally retarded in Hawaii. In addition to the workshops there is also on-the-job training with established businesses. Training fees are paid to the employers. One-fourth of the job placements have been achieved through on-the-job training programs.

Appell, M. J., Williams, C. M. & Fishell, K. N. Significant factors in placing mental retardates from a workshop situation. Personnel guid. J., 1962, 41, 260-265.

An attempt was made to identify certain factors that would distinguish between retardates who are to be considered terminal workshop trainees and retardates who have been competitively employed after a period in a workshop. On the "Work Evaluation Report" sixteen items were found to be significantly higher for the Employed Group. Significant factors were found in the area of general abilities, work approach, social attitudes and adjustment. Verbal I.Q. was not a significant factor but the Wechsler non-verbal scale, as well as length of time within the workshop, was significant. The employable group remained a shorter period of time in the workshop.

Arthur, J. A report on the European seminar on sheltered employment, held at The Hague. Rehabilit., 1959, 31, 28-35.

"A brief report of economic conditions in the Netherlands, followed by a discussion of the content of group and plenary sessions in their deliberations on the concepts of sheltered employment and organization and financing, types of work suited to the needs of persons employed, the role of medical and social services, and wage scales. Impressions of two workshops visited during the course of the seminar are described. Factors influencing successful workshop administration and qualifications of the workshop manager are pointed out." (Rehabilit. Lit., 1960, 21, 40). See: International Society for the Welfare of Cripples, European seminar on sheltered employment. N.Y.: The Society, 1960. 170 pp.

Association of Rehabilitation Centers, Inc. 1964 directory of rehabilitation facilities, Parts I & II. J. Rehabilit., 1964, 30, 21-73.

Part I of the directory is concerned with individual descriptions of 390 rehabilitation facilities representing forty-five States; the District of Columbia, Puerto Rico, and four provinces of Canada. Some of the major sections are: disability groups serviced; professional affiliations; and service programs, e.g. sheltered workshop evaluations. Part II of the directory graphically summarizes the information described in Part I. Some trends and relationships suggested by the data are also discussed.

Atlanta Occupational Center for the Mentally Retarded. Progress report on the Atlanta Occupational Center for the Mentally Retarded. Greater Atlanta Chapter, GARC, 1960. 9 pp. Mimeo.

This is a six-month progress report of a project designed to demonstrate how effective vocational rehabilitation services may be provided in an occupational and training center to mentally retarded adults previously considered to be unemployable or to have little prospect of becoming rehabilitated vocationally. This nine-page report outlines the organizational structure of the shop, the intake procedure, the three shop placement categories, production jobs, and the forms used for rating purposes.

Avedon, E. M., Arje, Frances B. & Berryman, Doris. Work is not enough. J. Rehabilit., 1962, 28, 23-39.

Discusses the recreation needs of sheltered workshop clients based upon the final report of Project #437, a two-year study financed by the Office of Vocational Rehabilitation (now the Vocational Rehabilitation Administration).

Ayres, A. J. A study of the manual dexterity and workshop wages of thirty-nine cerebral palsied trainees. Amer. J. phys. Med., 1957, 36, 6-10.

"A report of a study conducted by United Cerebral Palsy Association of Los Angeles County to determine the actual remunerative capacity of cerebral palsied adults, with the further objective of improving vocational training and placement methods. The subjects, who worked in the vocational training shop within the period of the study were tested with the General Aptitude Test Battery apparatus tests. Data are presented on age of trainee, average wage per hour, and scores on the tests for manual dexterity. The conclusions drawn were that many individuals with poor manual dexterity are capable of earning approximately 60¢ per hour in industrial production, and, further, that poor dexterity was not the only factor limiting vocational potential of the cerebral palsied. Further, study and evaluation is urged for this problem." (Rehabilit. Lit., 1957, 18, 36, #673.)

Bailey, J. D. The work trial method of vocational evaluation. J. Rehabilit., 1958, 24, 12-14.

Describes the development and practice of a work-trial method of work evaluation started at the Rehabilitation Institute of Kansas City.

Beard, J. H., Schmidt, J. R. & Smith, M. M. The use of transitional employment in the rehabilitation of the psychiatric patient. J. nerv. ment. Dis., 1963, 136, 507-514.

This report describes a transitional employment project designed to facilitate the work adjustment of vocationally disabled psychiatric patients at the Fountain House Foundation in New York City. Begun in 1958, the project has shown moderate success. Excellent methods to establish primary work habits and develop motivation for productive work through the provision of specific jobs in commerce and industry are discussed.

Benney, Celia. Casework and the sheltered workshop in rehabilitation of the mentally ill. Soc. Casewk., 1960, 41, 465-472.

Mrs. Benney, who is assistant executive director of Altro Health and Rehab. Services in New York, discusses the services offered, types of clients accepted, and the role of casework with the clients. Casework is discussed in three particular aspects: (1)enabling the applicant to accept placement in the shop as well as the professional services offered; (2)using the shop as a diagnostic tool to supplement and complement professional assessments of the client; and (3)the treatment process while the client is in the shop. Some treatment techniques are discussed, and also the attitudes the caseworker brings to the shop.

Benney, Celia, Niederland, W. & Black, B. J. Rehabilitation of the mentally ill for the world of work. (pp. 52-67). Proc. Inst. Rehabilit. ment. Ill. (Blake, B. J. Ed.). N.Y.: Altro Health and Rehabilitation Services, Inc., 1962. 88 pp.

One of the papers read at a three-day institute on the rehabilitation of the mentally ill sponsored by Altro Health and Rehabilitation Services, Inc. This paper describes the kinds of professional personnel in the rehabilitation workshop and the treatment techniques employed. The authors emphasize co-operation among the various helping disciplines.

Benney, Celia & Waltzer, Shirley. Treatment of the ambulatory schizophrenic in a rehabilitation center. Ment. Hyg., 1958, 42, 332-339.

General discussion of the problems of working with schizophrenics in the Altro Sheltered Workshop. The authors report some success in preventing re-hospitalization, but report that techniques and services need further development. The article is primarily from the social worker's point of view.

Betando, D. J. Industrial arts activities in the rehabilitation of the handicapped. Industr. Arts voc. Educ., April 1963, 52, 22-23.

Betando, assistant professor in the industrial arts department of San Jose State College, gives a basic review of what industrial arts contribute to the field of occupational therapy. He suggests there are two types of activities in occupational therapy — those which induce rest, control exercise and sustain morale, and those which are carefully planned to assist in the restoration of muscle function, build physical endurance, and aid in mental rehabilitation. The range of industrial arts activities used for rehabilitation are as broad as the needs of the disabled.

Black, B. J. Creative use of sheltered workshops in rehabilitation. (Report of an Institute held for Regions I and II, Federal Office of Vocational Rehabilitation, September 9-13, 1957). N.Y.: Altro Health & Rehabilitation Services and the Altro Workshops, Inc.

A study designed to analyze and evaluate five years of experience in the rehabilitation of cardiac disabled with a view towards establishing more rigid criteria for selection of patients and for finding significant correlations between medical, occupational, familial, and psychological factors and success or failure in rehabilitation; and to describe the workshop program in terms of its utlization for the rehabilitation of cardiac patients and those values suggestive for the industrial setting. (in progress.)

Black, B. J. The protected workshop in the rehabilitation of the mentally ill. Psychiat. Quart. Suppl., 1959, 33, 107-118.

The author, staff psychiatrist at the Altro Health and Rehabilitation Services, Inc. in New York City, contrasts the work therapy programs of the physically handicapped and the mentally ill. The author stresses the following assets of the program: the real work atmosphere of the workshop, the application of preventive and concurrent psychiatric treatment, the incentive power of money, and the feedback to the clinical and therapeutic staff of the real life-behavior of the patient.

Black, B. J., Meyer, H. J. & Borgatta, E. F. Altro Health and Rehabilitation Services: Case study of a protected workshop. J. soc. Issues, 1960, 16, 40-46.

Brief and non-technical history, description, and purposes of Altro, with emphasis on the released psychiatric patient. Describes the type of work training and source of referrals of patients. Notes that fewer than anticipated referrals received, and those received may include the poorer rehabilitation risks among all patients discharged from mental hospitals. A study was done which indicated that patients with workshop experience have a lower rate of re-hospitalization than a control group. Due to problems of design, the study is not conclusive.

Block, J. R., Yuker, H. E., Campbell, W. J. & Melvin, K. B. Some correlates of job satisfaction among disabled workers. Personnel guid. J., 1964, 42, 803-810.

In this study 249 disabled employees of Abilities Inc., Albertson, N.Y., were rated on an Attitude Toward Work Scale to determine job satisfaction. The satisfied and dissatisfied groups were compared on twenty-one variables by using chi-square. Job satisfaction was found to be positively related to socio-economic status, self-acceptance, authoritarianism, and age. The conclusions were that the correlates of job satisfaction among disabled workers are essentially those to be found with physically normal workers.

Brightman, I. J. Public health concern with the sheltered workshops. Amer. J. publ. Hlth., 1963, 53, 450-461.

"Aspects of community health and medical care that should be considered in the development of sheltered workshop programs aimed at total rehabilitation of the handicapped. Findings of a 1958 survey of 32 sheltered workshops in New York State revealed only six that had physicians as members of the paid professional staff; only twelve were using services of physicians in determining clients' acceptability for services. Physicians and other personnel in public health have the experience and resources within the community to aid the sheltered workshop movement. In addition to providing medical leadership in program planning, physicians have an important role as members of a rehabilitation team composed of several disciplines." (Rehabilit. Lit., 1963, 24, 189).

Buxbaum, Joan. Coordinating private and public rehabilitation services. Personnel guid. J., 1958, 37, 139-141.

Stresses the contributions which can be made by a non-profit, private agency set up to serve the needs of a particular disability group in coordination and direction-giving toward clients.

Carney, E. C. The Rehabilitation Workshop of St. Louis. The Silent Worker, Jan., 1963.

Descriptions of a special workshop geared toward the multipled handicapped deaf, undertaken with the support of the Mo. Div. of Voc. Rehab. Features special diagnostic preparation and frequent referral for special training. Staff members were given special training for communicating with the deaf. Includes a case history and discussion of closed cases.

Cheit, E. F. Injury and recovery in the course of employment. N.Y.: Wiley, 1961. 377 pp. ($12.50)

A critical study of workmen's compensation with special attention to

California. Chapter 10 deals with the relation of compensation practices to the prospects for rehabilitation. The author makes specific suggestions for the reform of compensation practices. For workshop personnel, this book explains many of the reasons why such a long time elapses between the time the workman is injured and the time he arrives at the workshop. E.g. "An award is more real than the possibility of rehabilitation or an insecure job." (page 343).

Chenven, H. & Somers, B. J. A rehabilitation center program for mental patients. Ment. Hyg., 1963, 47, 228-238.

A rehab program for mental patients in a comprehensive community rehab center (Institute for the Crippled and Disabled, New York City) is the subject of this report.
"The vocational orientation of the Center was shown to have its therapeutic effects for the mental patient in making realistic demands, arming the patient with work skills and attitudes and thereby strengthening him for greater acceptance and participation in the community. Counseling and psychotherapy were discussed from the standpoint of their correlations and interaction with the vocational program. The success of the program was interpretated by way of the staff's competence, patient-client interaction and the milieu of the Center qualifications....and suggestions were added."

Chouinard, E. L. Financial problems of the rehabilitation workshop. Rehabilit. Rec., 1963, 4, 28-30.

The workshops need more jobs from industry and more aid from the Federal government in order to give proper attention to the rehabilitation needs of their clients.

Chouinard, E. L. Sheltered workshops - past and present. New Outlook Blind, 1957, 51, 279-286.

Complete and brief review of the history of workshops. Emphasis is not limited to blind persons. Outlines types of shops now in existence: short-term vs long term; single vs multiple disability; congenital vs later disabled; young adult vs aged persons.
"The task ahead is to steer the un-progressive shop into the active ranks of rehabilitation service. And to launch new workshops in this rapidly expanding area with a healthful concept of beneficial service."

Chouinard, E. L. & Garrett, J. F. Workshops for the disabled. Rehabilit. serv. Ser., No. 371. Washington, D. C.: U. S. Government Printing Office, 1956. 167 pp. (60¢)

A comprehensive treatment of workshops including articles on: current trends in the workshop field; general description of what workshops are; how

sheltered workshops are established and supported; workshop services to clients; sheltered workshops integrated with vocational service agencies; need for workshops; pros and cons of terminal employment in a sheltered workshop; industrial homework; work sampling; hospital workshops; and other articles.

Clore, G. The Americas south: rehabilitation today. J. Rehabilit., 1962, 28, 12-13.

A survey of the present status of rehabilitation in South America with particular emphasis on the fast-growing recognition of the role of workshops.

Cohen, J. S. A workshop operation within the framework of a state institution. Amer. J. ment. Defic., 1961, 66, 51-56.

Cohen, of the Edward R. Johnstone Training and Research Center, describes the steps taken in the development of a workshop within an institution, the training benefits provided the students and the integration of the workshop within the overall vocational training program. The workshop should be a successful instructional and experiential situation for students largely because of emphasis upon the development of desirable work habits and attitudes, the effective fractionalization of even fairly complex operations and continued alertness to sources of additional work. Sub-contract work would be obtained through state industries, from the facility itself, from other institutions, departments and agencies of the state and community charity organizations. The students should not be paid, but the monies they earn should be put into a special fund for expansion.

Cohen, J. S. & Williams, C. E. A five phase vocational training program in a residential school. Amer. J. ment. Defic., 1961, 66, 230-237.

Cohen and Williams report on a project at the Edward R. Johnstone Training and Research Center in New Jersey. The subjects were the mentally retarded students in a residential school. The vocational training program should be designed to provide them with a sequential, structured, and realistic vocational experience. Success for the mentally retarded in the job market is apparently based on efficiency in doing the job coupled with such character traits as being steady, reliable, willing, diligent, and trustworthy on the job. Specific implementation of the program may be achieved through (1)pre-vocational evaluation; (2)half-day on-campus training; (3)full day on-campus training; (4)day work; and (5)extended leave. Day work placements should be carefully investigated. This five-phase program is designed to develop the potentialities of the retarded to the fullest.

Connecticut Society of Crippled Children & Adults. Proceedings of the first New England regional institute on sheltered workshops and industrial homebound programs. Hartford, Conn.: The Society, 1961. 84 pp. multilith.

This is a report of the proceedings at the first New England Institute on Sheltered Workshops and Industrial Homebound Programs. The speeches and summaries of the group discussions are reprinted here; the general theme of the conference being centered around defining the roles of workshops.

Conners, J. E. A new step in the rehabilitation of the chronic mental patient. J. couns. Psychol., 1958, 5, 115-119.

A study found that a program which includes cultural forces, community standards and principles of learning are more conducive to rehabilitation than an avocationally-oriented activities program in which there are few rewards for maturation.

Conners, J. E. & Margolin, R. J. Member-employee follow-up and implications for rehabilitation of the psychiatric patient. Personnel guid. J., 1959, 37, 369-374.

Importance of providing a transitional vocational program and the maintenance of a continuity of relationship in the rehabilitation of psychiatric patients at a V.A. hospital.

Denber, H. C. B. Industrial workshop for psychiatric patients. Ment. Hosp., 1960, 4, 16-18.

A year's experience in the operation of an industrial workshop is reported. Specific operational problems in the initiation and maintenance of the program do not outweigh the advantages cited. (Manhattan State Hospital, N.Y.C.).

Di Michael, S. G. Vocational diagnosis and counseling of the retarded in sheltered workshops. Amer. J. ment. Defic., 1960, 64, 652-657.

Di Michael, Regional Representative in the U. S. Office of Vocational Rehabilitation, reports on a study of eleven major workshop projects serving the retarded. He discusses the rapid growth, un-trained personnel, and cautions those in workshops to be critical of developing practices without sound science to back them up. He also talks about some of the features of workshops, e.g. vocational diagnosis, work evaluation, work samples, and group counseling.

Dolnick, M. M. Contract procurement practices of sheltered workshops. Chicago: National Society for Crippled Children and Adults, 1963. 98 pp. ($1.00).

This publication contains a descriptive report of the findings of a study of contract procurement practices in 35 sheltered workshops, conclusions based on the data obtained, and several sections of a how-to-do-it nature designed primarily to aid the beginning or less experienced workshop. It

is supplemented by reference to some of the pertinent literature in related fields. (page v). This report is a major contribution and is reviewed elsewhere in this bibliography at some length.

Dolnick, M. M. Contractor opinions of sheltered workshops. J. Rehabilit., 1964, 30, 23-25.

The workshop that best demonstrates sound business principles has the best chance of getting contracts. The best sales presentation is a straight-forward business-like approach. Contractors generally stated that they believed workshop prices were low; the investigators felt that workshops could in many cases increase prices without a significant loss in contract revenue.

Dubrow, M. Development of optimum vocational potential of young mentally retarded adults in a sheltered workshop program. N.Y.: Association for the Help of Retarded Children, Inc., 1961. 10 pp.

This report describes the first five years of a project to develop a system for more refined and objective appraisal of the work potentials of ninety-five mentally retarded men and women. Initial work evaluation was provided by the Training Center through which evaluation of each client in an employment-oriented peer group setting was made. Transition to the workshop offered permanent employment as well as participation in vocationally-oriented academic instruction.

Dubrow, M. Sheltered workshops for the mentally retarded as an educational and vocational experience. Personnel guid. J., 1960, 38, 392-395.

Tentative generalizations are offered as to worker characteristics, and workshop techniques related to placeability of clients at Association for Help of Retarded Children in New York City. Results of four years of operation under an O.V.R. grant.

Dubrow, Max. Work procurement and job production. Amer. J. ment. Defic., 1958, 63, 355-359.

Max Dubrow, Director of the Association for the Help of Retarded Children Training Center and Workshop in New York City, discusses the characteristics of his workshop for the mentally retarded in a paper presented at the Annual Meeting of the American Association on Mental Deficiency. This paper is concerned primarily with the means of work procurement found most successful by Dubrow, and the kind of jobs most helpful for developing skills in the mentally retarded individual. Dubrow feels that contract work provides a medium for training in the vocational field and requisite social behavior and attitudes needed in functioning in the world of work, both outside and inside the workshop.

Edwards, J. L. Remploy; an experiment in sheltered employment for the severely disabled in Great Britain. Int. Labour Rev., 1958, 77, 147-159.

Remploy, the largest single agency in Great Britain providing sheltered employment for the severely disabled, consists of ninety factories producing a variety of manufactured articles, as well as a scheme whereby the homebound are provided employment. The author describes briefly the historical background of other types of sheltered employment in Great Britain, as well as that of Remploy. Covered in more detail is the present organization of Remploy, its labor force and the disabilities represented, conditions of employment, the annual value of sales over a ten year period, and its financial support through government assistance. (Rehabilit. Lit., 1958, 19, 32, #544)

Federation Employment and Guidance Service of New York. The vocational rehabilitation of older handicapped workers. (Project No. 177.) Voc. Abstr., 1962, p. 22. Shapiro, S. (Ed.).

Final report of project by the Federation Employment and Guidance Service, begun in 1957, to demonstrate the feasibility of vocationally rehabilitating handicapped persons sixty years of age and over. The project was quite successful; of 700 clients, 53% were judged rehabilitated according to DVR standards. Methods and techniques were developed that have been adopted by other agencies. (N.Y.: Jewish Occupational Council, 1963. 51 pp.)

Feingold, Sol. Social interaction in a sheltered workshop. Cerebral palsy Rev., July-August 1963, 24, 12-14.

The author, Sol Feingold, believes the social adjustment of the workshop client is as important as the vocational and personal adjustment in a workshop. With this idea in mind, he conducted a study in which twenty-five cerebral palsied and fifteen mentally retarded young adults were asked to name their closest friends in the workshop. From this data a sociometric matrix was constructed. His findings showed a significant relationship between choice of friends and hourly average wage, a correlation of .66.

Feintuch, A. Case studies from a generic workshop. J. Rehabilit., 1959, 25 (4), 15-17.

The cases of a mentally retarded young man; of a woman with an emotional handicap; of an aged man; and of a cardiac-diabetic middle-aged man, illustrate how a generic workshop may adequately serve individuals with a variety of handicapping conditions.

Feintuch, A. Sheltered workshops: A conceptual framework. J. Rehabilit., 1958, 24 (1), 9-10.

A survey of specific contributions of sheltered workshops in the rehabilitation of the handicapped.

Feintuch, Alfred. Contributions of the sheltered workshop to the habilitation of the cerebral palsied. Cerebral palsy Rev., March-April, 1961, 22, 25-26.

Feintuch, Executive Director of the Jewish Vocational Service in Montreal, Canada, discusses what he feels are the major contributions of sheltered workshops in the habilitation of the cerebral palsied.

Feintuch, Alfred. The sheltered workshop of the Jewish Vocational Service. Rehabilit. in Canada, Summer 1962.

Describes the development of the Montreal Sheltered Workshop from opening in 1950, through the resolutions of the 'terminal' vs. 'work adjustment' dilemma. Details of staffing, clients' hours and wages. Results and four case histories are included.

Felton, J. S. Medical school and sheltered shop. J. Rehabilit., 1958, 24 (4), 12, 14, 43 pp.

Describes a joint medical teaching program between the Oklahoma Goodwill Industries and the U. of Okla. School of Medicine. The medical school provided physical examinations to Goodwill employees; medical students of occupational medicine enriched their training through field visits to the agency.

Ferguson, R. G. Smoothing the transition. Rehabilit. Rec., 1961, 2, 12-14.

The MacDonald Training Center is a workshop for the mentally retarded. Three basic training areas have been distinguished: personal adjustment, prevocational training, and vocational training. The greatest needs are in the personal adjustment areas. The staff members try to build success experiences and increase the self-confidence of their clients. Of the 116 clients: fifty had achieved employment status, ten had been employed after leaving the workshop, and sixteen were paid workshop apprentice workers.

Ferguson, Robert G. Evaluating vocational aptitudes and characteristics of mentally retarded young adults in an industrial-agricultural workshop. Amer. J. ment. Defic., 1958, 62, 787-791.

Ferguson is the research director of the MacDonald Training Center Foundation, Tampa, Florida. The Office of Vocational Rehabilitation supported a demonstration-research program which was in its eighth month when Ferguson presented this paper. He discusses some of the problems encountered, specifically in developing and finding tools of evaluation suitable for the mentally retarded young person. He lists the names of the tests his Center uses for intelligence, dexterity, and personality evaluations.

Ferguson, Robert G. Services and techniques in sheltered workshop operation: An urban and rural demonstration. Tampa, Florida: MacDonald Training Center Foundation, 1957.

Presents aspects of planning, developing, and operating a sheltered workshop to coordinate and perpetuate facilities to provide educational and training opportunities for mentally retarded children through the provision of occupational training facilities, classes, and residential homes.

Finch, E. B. Unique workshop in tropical playground. Rehabilit. Rec., 1963, 4, 14-16.

The article describes the first workshop on St. Croix, largest of the Virgin Islands. Various crafts are tried by each client, work habits and tolerances formed, and evaluations made. The products of the workshop include baskets and fish scale jewelry. Completely detailed records are written every day about each client.

Fraenkel, W. A. Present status of rehabilitation for the mentally retarded. J. Rehabilit., 1962, 28 (6), 27-31.

A survey of facilities and programs aimed at the rehabilitation of the mentally retarded; includes a section devoted to sheltered employment programs.

Freudenberg, R. K. & Constable, A. E. Sheltered workshops within the mental hospital. Occup. Ther., 1960, 23, 19-26.

"Dr. Freudenberg, physician superintendent of Netherne Hospital, discusses industrial contract work in the mental hospital sheltered workshop, a recent rehabilitation experiment in Great Britain. Extensive research is being conducted at the hospital to determine types of patients best suited for assignment to the workshop, ways of organization of a continuous industrial program, and results of the industrial rehabilitation scheme...." (Rehabilit. Lit., 1960, 21; 265.)

Friedman, Milton. The use of training-on-the-job (TOJ) opportunities in rehabilitation services. Rehabilit. in Canada, Fall-Winter, 1962-1963.

The TOJ program in Toronto is used as a bridge between sheltered workshop and competitive employment. Employers are more understanding of TOJ employeees, and the Government helps with the salaries. TOJ offers greater scope and variety of training than is available in workshops in the community. (Voc. Abstr., 1962. Jewish Occupational Council).

Furman, Sylvan S. A simplified approach to the promotion of vocational adjustment in mental patients. Ment. Hyg., 1964, 48, 114-120.

Furman, the Executive Director of the Manhattan Society for Mental Health, reports on a type of transitional, clerical, sheltered vocational evaluation and experience. "Over a twenty-two month period, a group of thirty-two convalescent mental patients were given work experiences in a realistic office setting under normal supervision, with clinical responsibility remaining with the referral source." The project was successful, with fory-three employed on going on to formal training.

Garrett, J. F. Whither workshops? Rehabilit. Rec., 1960, 1, 9-12.

What is needed now is the extension of the evolution of the workshop into the future. This includes work evaluation programs, branch unit programs, and give-and-take between the workshop specialists and allied professions.

Geller, R. E. Rehabilitation after placement; the importance of follow-up in the rehabilitation process. J. Jewish communal Serv., 1962, 39, 217-221.

"A placement supervisor and a psychologist define follow-up as an extension of training and preparation for a job, an integral part of the vocational rehabilitation process. Placement is viewed as an intermediate step; follow-up procedures must be tailored to the nature of the client's disability and the type of employer who hires him. Some guidelines for a follow-up method found to be effective in most cases are outlined. Although they were used in helping the mentally retarded adjust to competetive employment, they can be applied with equal success with clients having other types of disabilities who are receiving training in a sheltered workshop setting." (Rehabilit. Lit., 1963, 24, 126).

Gellman, W. The vocational adjustment shop. Personnel guid. J., 1961, 39, 630-633.

The author is Executive Director of the Jewish Vocational Service, Chicago, Illinois. The article includes a discussion of the vocational adjustment shop as a situational technique, unemployability and vocational development, vocational adjustment shop programs, and the advantages and disadvantages of a vocational adjustment shop.

Gellman, W. Vocational evaluation of the emotionally handicapped. J. Rehabilit., 1957, 23 (4), 9-10 & 13 & 32.

An argument for the existence of diagnostic or evaluation workshops for the emotionally handicapped as an integral part of the vocational rehahabilitation process.

Gellman, W. et al. Adjusting people to work. Chicago: Jewish Vocational Service, 1957. (Monograph No. 1). 138 pp.

This monograph presents a report of the first three years of operation of the Vocational Adjustment Center, a project designed to assist 138 handicapped clients to learn how to work. Emphasis is placed upon work attitudes and work behavior customarily found in private industry. Although sex, age, educational background, intelligence, or previous employment was not significant, job satisfaction and worker self-concept were significant factors in the rehabilitation process.

Gellman, William, Haase, Mario & Soloff, Asher. A work therapy research center. Chicago: Jewish Vocational Service, March 1964. 10 pp. (Fourth Progress Report, VRA Project #RD-641).

The purposes of the project are: (1)to study the effectiveness of a long-term rehab program with chronically ill, institutionalized mental patients in a state hospital; (2)establishment of a research center for the above patients; (3)to develop techniques within a workshop program that are useful in rehabilitating these patients. The project has utilized a workshop setup as closely as possible along factory lines, with payment for the patients. The patients live in the hospital and commute to the shop either by hospital bus or by public transportation. The project has generally been successful, as more patients have obtained and retained work after workshop experience than those without shop experience. An additional gain has been an improvement in the wards, both in patient behavior, and expectancy of discharge on the part of patients and staff.
(Three previous progress reports also available)

Gladis, M. & Minton, H. Job incentive preferences of emotionally disturbed patients. J. counsel. Psychol., 1962, 9, 54-57.

Job incentive preferences of emotionally disturbed patients in a hospital were found to be very similar to the preferences of those patients hospitalized for other than emotional disturbances.

Goertzel, Victor & Grumer, Morris. Coordinating hospital and community work adjustment services. Los Angeles: Camarillo State Hospital and Jewish Vocational Service of Los Angeles, 1962. 16 pp. (mimeographed).

This is a report of a proposed three-year study of two agencies, Camarillo State Hospital, one of California's mental hospitals, and the Jewish Vocational Service of Los Angeles. Partially financed by a grant from the U. S. Office of Vocational Rehabilitation, the general purpose is to explore the potentialities of a hospital work program and of a community rehabilitation workshop in helping return certain institutionalized mental patients to the community and to competitive work. This preliminary report contains a careful examination of the proposed structuring of the project.

Goertzel, Victor & Richert, H. Coordinating hospital and community work adjustment services. Los Angeles: Camarillo State Hospital, February 1964. (Progress Report No. VRA RD-1156-P. Mimeographed).

The purposes of the project are to return hospitalized schizophrenics to the community through the use of an existing rehabilitation workshop, and through the use of work adjustment techniques in the existing hospital industry. Bridging between the hospital and the community is thus provided; a patient is not considered cured until he is working, feels secure in the community, and has reached maximum rehabilitation and re-integration into the community. The project is to work with 120 patients over a three-year period. The selected patients are placed in a specially programmed industrial therapy assignment, and as they leave the hospital are assigned to Handcraft Industries Workshop for a counseling and placement program. The patients are placed in competitive employment, and follow-up and evaluation conducted. Presently, thirty-two patients have started in the program, while five have completed the project and are employed. Much of the success of the project is attributed to excellent community cooperation by such facilities as Portals (halfway house) and the Bureau of Social Work.

Goldman, E. & Soloff, A. Issues in rehabilitation workshops. Personnel guid. J., 1961, 40, 169-173.

The article states that there are four workshop purposes that are distinct from the purposes of other forms of help: a concrete experience, a sheltered setting, a therapeutic situation, and a group setting. Other issues discussed are staff training methods, and role-playing as a staff technique.

Goldstein, M. & Schwartz, L. Guide for the organization of rehabilitation workshops. Trenton, N.J.: The New Jersey Rehabilitation Commission, 1956. 11 pp.

The authors' purpose in presenting this material is to provide for professional personnel and community agencies a broad frame of reference for community planning, organization, and establishment of rehabilitation workshops. Discussed are: scope of the problem, the approach to community planning for a rehabilitation workshop, administration (board of directors and advisory board), the workshop program and intake procedures, types of training offered clients, duties of staff members — and the role of the New Jersey Rehabilitation Commission. Includes a three-page bibliography on the sheltered workshop. (Rehabilit. Lit., 1957, 18, 34, #1337).

Goodpasture, R. C. Workshops work! New Outlook Blind, 1963, 57, 164-167.

Goodpasture, who is general manager for National Industries for the Blind, outlines what a shop should be as well as what most are. He cites earnings, products, and placement in industry as evidence that workshops work. Most pressing needs at this time are improved shop standards and greater placement opportunities.

Goodwill Industries of America, Inc. Manual for the establishment of a work evaluation program within a sheltered workshop setting. Prepared by Rehabilitation and Personnel Services Committee & the Department of Field Services. 64 pp. (mimeographed).

The manual, prepared by Goodwill Industries, lists a step by step operation for setting up and maintaining a work evaluation unit. There is a large section devoted to their standards for evaluating job samples.

Goodwill Industries of America, Inc. Institute on sheltered workshop services for the mentally retarded. Washington, D. C.: Goodwill Industries of America, 1961. 96 pp.

This resource handbook is based on a four-day conference held at the University of Kansas in Lawrence, to explore the values of work and sheltered workshop disciplines for the habilitation of the mentally retarded adult. Representatives from fifty-five Goodwill Industries were present. A wide range of topics such as the following were discussed: screening-admissions, evaluation, personal adjustment training, vocational training, placement, and follow-up.

Goodwill Industries of America, Inc. A report on the institute on sheltered workshop services for the mentally retarded. Lawrence, Kansas: U. of Kansas, 1961. 96 pp.

This pamphlet is the result of a conference held in February, 1961 to discuss the problems of the mentally retarded and the Goodwill Industries' attempt to serve this group. The pamphlet is divided into three sections. Section I deals with general principles of mental retardation. Section II gives specific consideration to appraising Goodwill's potential for serving the mentally retarded. Section III deals with basic considerations for establishing and operating a program of services for the mentally retarded with specific demonstrations of projects carried out.

Goodwill Industries of Denver. Special rehabilitation services for the seriously handicapped. Denver: The Industries, 1964, 42 pp. Mimeo.

A description of a four-year project involving 269 clients representing ten categories of physical and mental disabilities. More than 50% of those completing the project were placed in competitive employment; the remainder continued their training or were employed in the Goodwill workshop. Significant contributions to the study were made by the following: Tower System of work sampling; effective appraisal of work habits, interests, attitudes, and motivation; and cooperation of community agencies to increase client placement opportunities.

Goodwill Industries Rehabilitation Center of Tacoma. Development of occupational evaluation and training center for the mentally retarded. Tacoma, Wash.: The Center, 1963. 49 pp. Mimeo.

A detailed report of a five-year project involving 157 mentally retarded

adults selected from the States of Washington and Alaska. The project consisted of four phases: comprehensive medical and psychological assessment; pre-vocational evaluations including work sampling and trials; vocational training; and job placement. Approximately 60% of those completing the program have been employed three months or more. During the last two years of the project, a rehabilitation team traveled to seven local communities assessing 95 mentally retarded adults, making recommendations for vocational planning where feasible.
(For an illustrated popular version see: Human Interaction Research Institute. Learning to work.)

Gorthy, W. C. The shortage of vocationally oriented rehabilitation centers — a community dilemma. J. Rehabilit., 1957, 23 (4), 7-8 & 14-18.

The Hill-Burton Hospital Construction Act as amended to provide Federal support of the construction of rehab centers has stimulated the growth of medically oriented centers which traditionally offer little by way of vocational services. The author argues for Federal support for programs which emphasize preparations for work.

Gragert, H. T. A report on the evaluation and training program for mentally retarded and severely handicapped. Goodwill Industries of Greater Kansas City, 1959. (Publication No. 1).

Report of a research project begun in 1956 showing that the community could benefit from intensive workshop training of mentally retarded individuals.

Gragert, H. T. Demonstrating "job ability". Rehabilit. Rec., 1961, 2, 14-15.

Goodwill Industries of Kansas City operated a demonstration program to show the job possibilities of retarded persons. An OVR grant enabled Goodwill to provide prevocational evaluation training, and placement services for mentally retarded clients referred by the State vocational rehabilitation agencies. As a result the caseload has tripled, services increased, and job placements more than doubled. Evaluation has been a valuable diagnostic tool in the program and twenty-five cases of pseudo-retardation were discovered.

Gragert, H. T. Differential diagnosis, training, and job placement for the mentally retarded. J. Rehabilit., 1962, 28, 35-37.

"An OVR demonstration project begun in December, 1958, by Goodwill Industries of Greater Kansas City to provide vocational evaluation and training services for mentally retarded adolescents and adults in Missouri and Kansas is discussed. Objectives of Project 278, characteristics of clients, admission policies, and services and their administration are described. Observations on results of the program, now in its fourth year, are given." (Rehabilit. Lit., 1962, 23, 262.)

Granberry, J. E. Dynamic Detroit - city of rehabilitation. J. Rehabilit., 1962, 28, (4), 26-27.

Includes a description of the rehabilitation centers and sheltered workshops that serve handicapped people in Detroit, Michigan.

Greenstein, M. Occupational training center for the mentally retarded. (First Progress Report). Palos Park, Ill.: Lt. Joseph P. Kennedy, Jr. School for Exceptional Children, 1963. 10 pp. Mimeo.

A description of a project undertaken at the Kennedy Job Training Center to provide vocational training, counseling, evaluation, and placement for 53 mentally retarded boys sixteen years of age and older. The importance of inter-agency cooperation in the procurement of sub-contract work and the placement of clients is discussed.

Gregory, J. T. Employment and diversionary occupation for the handicapped. Rehabilit., 1961, 36, 46-49.

"Schemes providing sheltered employment for the more seriously handicapped in Great Britain are reviewed briefly; all are approved by the Ministry of Labour and receive deficiency grants. Those accepted for employment must demonstrate by the end of their training period a satisfactory minimum earning capacity. Diversionary occupation is provided either in day centers or for the homebound. Ways by which the Ministry of Labour could encourage the expansion of both types of services to the handicapped are suggested." (Rehabilit. Lit., 1961, 22, 354).

Hecker, G. J. Therapeutic elements in work evaluation. J. Rehabilit., 1959, 25, 21-22 & 44.

Discussion of the values of a work evaluation program that accrue to the client. These evolved from the Cerebral Palsy Work Evaluation Project at the Institute for the Crippled and Disabled, New York City.

Highland View Cuyahoga County Hospital. An investigation into the vocational potentials of hospitalized patients with chronic disabilities: First semi-annual progress report. Cleveland, Ohio: The Highland View Cuyahoga County Hospital, 1956. 143 pp. (OVR Special Project Grant 21-56). Mimeo.

A progress report of a sheltered workshop research project being carried on at Highland View Hospital and dealing with patients in a chronic illness hospital whose physical performance was not at a sufficiently high level for referral to the Bureau of Vocational Rehabilitation. Objectives of the project were to set up a pilot program within the hospital for the evaluation of aptitudes, interests, and job potentials of patients, for the correlation of production indexes of job and business opportunities — with specific handicaps of disability, and for the investigation of work activities which might affect the transition of

patients from the hospital to private industry or sheltered workshops. (Rehabilit. Lit., 1957, 18, 49).
Essentially the same report appears in: W. A. Quinn. Pre-placement area: Woodworking shop. Amer. arch. rehabilit. Ther., 1957, 5, 87-90.

Highland View Cuyahoga County Hospital. An investigation into the vocational potentials of hospitalized patients with chronic disabilities: Second semi-annual report. Cleveland, Ohio: Department of Physical Medicine and Rehabilitation, the Hospital, 1957. 87 pp. (Special Grant 21-56; Chief Investigator, Mieczyslaw Peszcynski. Mimeo.)

The second semi-annual report of the project concerned with vocational rehabilitation of patients in a long-term care institution. The problems of patients who may become partially productive workers under sheltered workshop conditions and sheltered living, or who need assistance in the transition from active treatment in the hospital to community living, are under investigation. This report consists of individual papers submitted by members of the research team. (Rehabilit. Lit., 1957, 18, 43, #689).

Highland View Cuyahoga County Hospital. An investigation into the vocational potentials of hospitalized patients with chronic disabilities: Third semi-annual progress report, January - June, 1957. Cleveland, Ohio: The Highland View Cuyahoga County Hospital, 1957. 37 pp. (Special Grant 21-56. Mimeo.)

The Highland Shop research project, a five-year investigation to determine the degree to which, and the conditions under which, severely disabled, chronically ill patients can be vocationally productive within the sheltered workshop setting. Discussed are: the current shop organization; research conducted on securing contracts; shop production and results of business operations; the services provided clients in the vocational training program; research in client work capacities; and research in professional training. Findings, conclusions, hypothesis, and prospects for the future are reported. (Rehabilit. Lit., 1957, 18, 35, #1339).

Highland View Cuyahoga County Hospital. An investigation into the vocational potentials of hospitalized patients with chronic disabilities: Final report of the Highland Shop, Inc. Peszcynski, M. & Hallenbeck, C. E. (Eds.). Cleveland, Ohio: Highland View Hospital, 1961. 176 pp. Mimeo.

This report describes a five-year project to determine the work potential of fifty-six physically handicapped clients. The three most common disabilities were: hemiplegia, complex fractures, and amputations. Primary services of the project were industrial workshop operations, vocational evaluation and counseling, and psychological research. A valuable aspect of the project was the standardization of the Thomasat Test discussed in Part IV. Correlation coefficients significant beyond the .01 level were obtained between the Thomasat Test and both performance and verbal I.Q. (WAIS), the Bender-Gestalt Visual Motor Test, and job performance ratings.

The discussion of the implications of these results to vocational planning and the maximum utilization of this knowledge in the project is of major interest to all personnel involved in the effective use of sheltered workshops for the disabled.

Hochhauser, Edward. The sheltered workshop in a program of the rehabilitation of the chronically ill. (Read at the Southern States Seminar on Chronic Diseases, U. S. Public Health Service, Atlanta, Georgia, January 14, 1951.) N.Y.: Altro Health and Rehabilitation Services, Inc., 1951.

Points out purposes of the workshop for the chronically ill and the need for considering the family of the handicapped individual.

Hochhauser, Edward. Industrial convalescence in the sheltered workshop. J. Rehabilit. 1953, 19, 8-12 & 20.

A description of the operation of the Altro workshop for tuberculous and cardiac patients.

Hoffman, Simon. Operating a contract shop for the blind. J. Rehabilit., 1953, 19, (3), 7-11.

Describes the services rendered to clients, employer, and community by the New York Guild for the Jewish Blind rehabilitation center.

Hostbacka, E. A. The Worchester area occupational training center for the mentally retarded. Worchester, Mass.: The Worchester Area Association for Retarded Children, Inc., 1964. 10 pp. Mimeo.

This report describes a project to develop an occupational training center for mentally retarded adolescents with little or no previous work experience for future placement in competitive employment. Activities and accomplishments discussed are: increasing the public relations aspects of the program; preliminary development of a comprehensive community care center; diversifying contract work; expansion of placement services; strengthening the parents' program; and general techniques in vocational habilitation.

Hubbs, Roy S. Rehabilitation means restorations: The sheltered workshop. Ment. Hosp., 1960, 11, (4), 7-9.

A preliminary report of a study of a sheltered workshop for patients well enough to leave the hospital but "too incapacitated to secure or hold gainful employment outside the hospital." Thirty-six eligible patients were randomly assigned to either the treatment or control condition and have been followed from one month to two years. (V.A. Hosp., Palo Alto, Calif.).

Hubbs, R. S. The sheltered workshop in psychiatric rehabilitation: Therapeutic modality and socio-economic resource. Amer. J. Orthopsychiat., 1964, 34 (1) 76-79.

"It was hypothesized that gainful employment in which at least mildly aberrant behavior could be tolerated would not only keep many erstwhile psychiatric patients out of the hospital but also lead to further social adjustment and mental improvement. A sheltered workshop was started to test these by hypothesis with the help of a continuous control series. The operation is described. Our conclusion after five years is that, when used to provide work, hence a livelihood, for released male patients unable to hold ordinary employment, the psychiatric sheltered workshop significantly reduces the number of returns to the hospital." (p. 76).

Human Interaction Research Institute. Learning to work. Los Angeles: The Institute, 1946. (no pagination.)

This illustrated report summarizes a five-year demonstration project by the Tacomà Goodwill Industries in which 60% of 157 mentally retarded adults were placed in a variety of jobs within the community. In addition to pre-vocational evaluation and vocational training in the Goodwill workshops, the effective use of staff members to stimulate community interest and activity to provide employment opportunities for the trainees contributed to the success of the project.

International Society for Rehabilitation of the Disabled. European seminar on sheltered employment. N.Y.: The Society, 1959. 171 pp.

A summary of a nine-day seminar held at The Hague, Netherlands attended by delegates affiliated with the International Society for the Welfare of Cripples from Austria, Belgium, Denmark, Finland, France, West Germany, the Netherlands, Norway, Poland, Sweden, Switzerland, the United Kingdom, and representatives from the International Labour Organization of Portugal and the Council of Rehabilitation in the Netherlands. The Seminar focussed its attention upon five principal subjects: concept, aim, and principles of sheltered employment; organization and financing; work projects; sheltered employment, rehabilitation, and medical superintendence; and labor conditions and relations.
(For an observer's report see: Arthur, J. A report on the European seminar on sheltered employment, held at The Hague.)

Ireland, Karl L. Evaluating work behavior in occupational therapy. J. Rehabilit., 1957, 23 (1), 8-9 & 25-28.

Describes the development and use of a Work Evaluation Progress Report compiled at the Rehabilitation Center at Ohio State University. Its use at Vocational Guidance and Rehabilitation Services in Cleveland, Ohio and its sheltered workshops is discussed. A copy of the form is reprinted.

Isaacson, L. E. & Jacobs, D. F. An interagency, multidiscipline approach to rehabilitation. J. couns. Psychol., 1958, 5, 300-304.

The article describes the development for a statewide institute of representatives of all agencies and professional groups concerned with the rehabilitation of the mentally and emotionally handicapped. It was felt that a multidiscipline approach might provide closer coordination of the statewide attempts to solve the rehabilitation problems common to the transitional period between the hospital and community life.

Izutsu, S. A sheltered workshop in a hospital setting. Canad. J. occup. Ther., 1959, 26, 11-21.

"Describes the initial planning of the Highland Shop Research Project at Highland View Hospital, Cleveland, Ohio, one of the few chronic disease rehabilitation hospitals in the U. S. Administration of the program designed to explore the vocational potentials of severely disabled chronically ill patients in a sheltered workshop setting is discussed. In-service training programs for staff, personnel, referral procedures for patients, types of work performed, prevocational testing and evaluation, and the activities of a typical day at the Highland Shop are described." (Rehabilit. Lit., 1959, 20, 154.)

Jacobs, A. Counseling for job readiness. J. Rehabilit., 1959, 25 (1), 19-20 & 45-47.

Outlines criteria of whether a handicapped person is ready for employment and some tools available for evaluation and appraisal.

Jacobs, Abraham & Sherman, Catherine. Training facilities for severely physically and mentally handicapped. Amer. J. ment. Defic., 1956, 60, 721-728.

This article dealt with mentally retarded individuals who, because of low I.Q.'s or M.A.'s were not accepted into the public school system in Cincinnati. Goodwill Industries in Cincinnati extended the program to include the mentally retarded. The program developed training in routine, repetitive operations to develop work and social skills. The program concentrated in two areas - The Occupational Training Center where the potential of each person was evaluated and an occupational diagnosis given. The trainees successful in this preliminary program are transferred to the Opportunity Workshop which is more industrially oriented and provides further training to those who can advance, or serves as terminal employment for those who cannot. Results obtained suggest that some individuals with I.Q.'s between 25-50 are capable of doing productive work if properly trained in work skills, responsibility to the job, and other characteristics essential for satisfactory job adjustment.

Jewish Family & Children's Service of Denver. Vocational group therapy with the emotionally disturbed: Project No. 487. Voc. Abstr., 1962. Shapiro, S. (Ed.). p. 27. N.Y.: Jewish Occupational Council, 1963. 51 pp.

This three-year demonstration and research project tested the usefulness of vocational group therapy in conjunction with a rehab workshop program for emotionally handicapped clients. It has demonstrated,at least in one setting, that this addition to service can be instrumental in helping some clients to maintain or improve specified aspects of mental health, while apparently failing to improve their employability. Explores the actual relationship between personal functioning and employability.

Jewish Occupational Council. A survey of sheltered workshops operated by Jewish Vocational Service agencies. N.Y.: The Council, 1961. ($1.00)

Reviews and summarizes the policies and practices of seventeen agencies conducting rehabilitation workshop programs. Areas covered include: administration, program, methods of payment, staff qualifications, evaluation, and research and demonstration projects. A summary of sheltered workshop articles by J.V.S. staff members is included.

Jewish Vocational Service of Chicago. Therapeutic workshop for older persons. Voc. Abstr. 1962. Shapiro, S. (Ed.) p. 34. N.Y.: Jewish Occupational Council, 1963. 51 pp.

Goals: elimination or reversal of the negative psychological aspects of aging by means of participation in a productive work-focused atmosphere. Methods: experimental group receives workshop-focused therapeutic program which includes medical, psychiatric, and psychological evaluation, counseling and placement. Control group receives conventional counseling and placement only, plus evaluative procedures. Initiated in June, 1960, carried over to 1962.

Jewish Vocational Service of Chicago. Vocational development center. Voc. Abstr., 1962. Shapiro, S. (Ed.). P. 35. N.Y.: Jewish Occupational Council, 1963. 51 pp.

Goals - to demonstrate that vocational services for mentally retarded children should be instituted in early adolescence and that a program whose principal component is a rehabilitation workshop can (if begun at age fourteen) increase the effectiveness of preparation for eventual employment.
Methods - "X" group receives workshop services with ancillary counseling; control group "A" receives similar service, but summers only. Control group "B" receives no services, but periodic evaluation equivalent to that in "X" group and control group "A". Initiated in June, 1961 and carried over in 1962.

Jewish Vocational Service of Cleveland. Bringing vocational services to the children's treatment center. Voc. Abstr. 1962. Shapiro, S. (Ed.). p. 5. N.Y.: Jewish Occupational Council, 1963. 51 pp.

Report on the history and current status of the cooperative efforts of the Cleveland J.V.S. and Bellefaice (a residential treatment facility for emotionally disturbed children). Emphasis was shifted from academic achievement to work training and adjustment in a sheltered workshop with good results.

Jewish Vocational Service of Detroit. A study of the feasibility for vocational rehabilitation of a perplexing group of patients awaiting separation from a state psychiatric hospital. (Project No. 505.) Voc. Abstr. 1962. Shapiro, S. (Ed.). p. 29. N.Y.: Jewish Occupational Council, 1963. 51 pp.

The third annual progress report of the Detroit Jewish Vocational Service, covering the period from November 1961 to October 1962, reviews the activities of a demonstration project of vocational rehabilitation of a group of patients awaiting separation from a psychiatric hospital. Sheltered workshop service is viewed as a key tool in this process. Results thus far are indicated, and plans for the coming year are reviewed.

Jewish Vocational Service of Milwaukee. An evaluative study and demonstration work experience for the mentally retarded during their last year in public school. (Project No. 404). Voc. Abstr. 1962. Shapiro, S. (Ed.). p. 30. N.Y.: Jewish Occupational Council, 1963. 51 pp.

This fourth year progress report covering the period 1961-1962, contains information about the present status, future plans, and results of the project. In the design of the study, an experimental group of mentally retarded children sixteen years and older, continued the public school program on a half-time basis and spent the other half in a sheltered workshop program, while a control group received no work training but continued in school on a full-time basis.

Jewish Vocational Service of Newark. A study of the contribution of workshop experience in the vocational rehabilitation of post-hospitalized schizophrenic patients. (Project No. 334-59) Voc. Abstr. 1962. Shapiro, S. (Ed.) p. 30. N.Y.: Jewish Occupational Council, 1963. 51 pp.

Reports on a project to provide vocational rehabilitation during the period February 1961-February 1962. Key service provided and studied is a sheltered work program, although each patient in addition may receive placement, counseling and evaluation. Results are reviewed briefly, and appear successful at this point.

Katz, E. Work-training center. (Final Report, Project #RD-205, 1961. 76 pp.)

"Summarizing findings of a four-year demonstration project in work training of mentally retarded adults, sponsored by a non-profit voluntary organization affiliated with the California Council for Retarded Children, and the National Association for Retarded Children, Katz reports on the original objectives; characteristics of 119 clients served (50 below the age of 21), records, vocational rehabilitation services provided, and the over-all administration of the sheltered workshop. The report contains conclusions on the vocational rehabilitation needs of such persons and on legislation to ensure continuation and expansion of this type of program, with a blueprint for rehabilitation services for mentally retarded adolescents and adults in the San Francisco area." (Rehabilit. Lit., 1962, 23, 211.)

Katz, E. An independent living rehabilitation program for seriously handicapped mentally retarded adults. Train. sch. Bull., 1964, 61, 34-43.

"The need for effective rehabilitation programs for the mentally retarded is felt in all communities. This article illustrates some of the problems that are encountered in such a program and the progress that can be made in utilizing the team approach. A well-trained staff, cooperative state agencies, and receptive community organizations are most important in the success of such programs." (p. 34).
The author is director of the Independent Living Rehabilitation Program in San Francisco.

Kennedy, T. F. Remploy and the disabled worker. Rehabilit., 1955, 15, 15-22.

Describes the administration of the ninety factories established in 1945 by the Ministry of Labor and National Service in Great Britain to provide employment for the physically and mentally handicapped.

Kennedy, T. F. Remploy as a social service. Med. World, 1955, 83, 52-56.

Details the organization and activities of the workshop and homebound work program of Britain's ninety Remploy factories.

King, W. St. Loyes College for training and rehabilitation of the disabled. Rehabilit., 1959, 28, 11-15.

"Founded in 1937 by Dame Georgiana Buller as a residential center for the training and rehabilitation of severely disabled adults and young people, the College offers a wide variety of courses to enable trainees to find employment in open industry. With the exception of the blind, persons with all types of disability are accepted for training. The article describes administration of the program and the successful results achieved." (Rehabilit. Lit., 1959, 20, 154.)

Ladas, P. G. Workshop learning rates of the mentally retarded trainee as indicators of production in a work-training center. Personnel guid. J., 1961, 39, 396-402.

The study was designed to determine the extent to which learning performance within an evaluation setting could predict the productivity of the mentally retarded trainee in the Work-Training Center. A set of achievement scores was tabulated for each work-sample learning rate, performance, and the median of the group distribution of these scores was established as the cut-off point at which to assign trainees to high and low learning rate categories. Trainees were then rated independently by three work supervisors in the Work-Training Center who classified each trainee into categories of high and low productivity. A contingency table was constructed: the chi square value was statistically significant but the estimated correlationship was not correspondingly high.

Lake Region Sheltered Workshop, Inc. Third progress report. Fergus Falls, Minn.: The Workshop, 1964. 10 pp. Mimeo.

This report summarizes the progress made to date of 47 mentally retarded young adults during their initial thirty months of vocational diagnosis, work evaluation, and work adjustment training.

Lakin, Martin & Dray, Melvin. (Northwestern U. med. Sch.). Psychological aspects of activity for the aged. Amer. J. occup. Ther., 1958, 12 (4, part 1), 172-175 & 187-188.

In order to provide a suitable program of recreational-vocational activity for patients resident in a home for the aged, use has been made of the sheltered workshop approach which has been"geared to the limitations of the aged." Case illustrations give evidence of the effectiveness of the program and reveal some of the problems encountered.

Lanakila Crafts, Inc. Work classification and evaluation project. Honolulu, Hawaii, 1963. 46 pp. Mimeo.

A final narrative and statistical report based on a three-year research study to develop and adapt pre-training tests and work evaluation scales for improved assignment and assessment of physically and mentally handicapped clients engaged in the manufacture of vendable Hawaiian curios. Maximal level of success in workshop training was primarily a function of three statistically determined factors: verbal-numerical ability, manual dexterity, and activity interest.

Lenard, H. M. Supportive placement for the mentally retarded. J. Rehabilit., 1960, 26 (5), 16-17.

Report of progress on a plan for supportive placement involving a combination of social training and placing two clients at the same workplace. This plan is aimed at overcoming the loneliness often felt by the mentally retarded when first placed on a job alongside "normal" individuals.

Leshner, Saul S. & Snyderman, George S. Occupational aspects of work adjustment. Renabilit. Rec., 1962, 3, 8-11.

The authors, who work at Jewish Vocational Service in Philadelphia, emphasize that clients should be given specific specialized vocational training rather than general work adjustment experience. Work adjustment can be achieved in a specialized setting, and the client will also be much better prepared to work in industry. Work should be arranged in a hierarchy so that clients can move from easy to difficult tasks. (Summarized from Voc. Abstr. 1962, pp. 4-5, Solomon Shapiro, Editor.)

Leshner, Saul S. & Snyderman, George S. A work adjustment center for older disabled workers. Voc. Abstr. 1962, p. 43. S. Shapiro (Ed.). N.Y.: Jewish Occupational Council, 1963. 51 pp.

Research in progress reported by the Philadelphia Jewish Employment and Vocational Service. Testing, four weeks of evaluation on work samples and production tasks, ten weeks of work-adjustment training, plus individualized vocational treatment and placement services are used to demonstrate that disabled persons forty-five and older can be placed in competitive industry or sheltered employment.

Linde, T. Service and maintenance: A vocational success story for cerebral palsied persons. Cerebral palsy Rev., 1964, 25, 13-14.

The director of the Cerebral Palsy Work Center of Milwaukee tells how twenty-one of twenty-eight clients were placed in competitive community jobs through the development and evaluation of specific and functional skills needed in the service and maintenance occupations. A number of practical examples illustrating workshop rationales are given.

Lyons, Audree. Craft training for the disabled of Hawaii. J. Rehabilit., 1957, 23, 8-9.

Description of Lanakila Crafts workshop which trains persons in skills which local industry can use while producing wares for the large tourist market.

Lytle, H. G. Professional staff for sheltered workshop. J. Rehabilit., 1959, 25 (1), 14-15 & 24.

Provides an outline of professional services which may aid a workshop in adding to its contribution to rehabilitation. The article covers composition of staff, intra-staff relationships, costs and how to meet them.

Lytle, H. G. Standards for sheltered workshops: Development, present status and future. J. Rehabilit., 1961, 27 (6), 11-13.

An outline of the need for standards for workshops and a report on the progress of the National Institute on Workshop Standards.

Lytle, H. G. Pre-shop groundwork for retarded. Rehabilit. Rec., 1963, 4, 28-29.

This is a statement of the things the rehabilitation workshop administrators would like to have done in homes, schools, or activity centers before the mentally retarded client comes to them.

McCann, Richard V. Sheltered workshops in Massachusetts: A descriptive and functional study. Boston: Massachusetts Rehabilitation Commission, 1963. 202 pp. (Mimeo.)

The Project staff made an evaluative study of thirty-eight sheltered workshops in Massachusetts to determine how their services were meeting the needs of rehabilitation counselors and other referral sources, which workshops tailored services to meet clients' needs. Twenty specific recommendations for improving the range and adequacy of services to clients are offered. (Rehabilit. Lit., 1964, 25, 172.)

McCavitt, M. E. A research and demonstration project to study methods for facilitating the adaptation of adults with cerebral palsy to personal, social, and vocational instrumental roles. (Second progress report). N.Y.: United Cerebral Palsy of New York City, Inc., 1964. 10 pp. Mimeo.

This report describes the progress made to date of 46 cerebral palsy clients during their second year of a three-year project. Basic and advanced training areas, counseling and consultative services, community resources, clinical observations, and statistical data are presented. Principal program modifications involve a greater stress on developing adequate interpersonal skills and realistically-orientated counseling for the clients.

McPhee, W. M. & Magleby, F. L. Success and failure in vocational rehabilitation. Personnel guid. J., 1960, 38, 497-499.

Characteristics of vocational rehabilitation clients who were vocationally successful, together with factors which appear to be concomitant with vocational success. Results of a study of 288 clients served during the period 1949-1954.

Management of the sheltered workshop: A report of the Institute for Sheltered Workshop Management. U. Alabama Extension News Bull., November, 1959. 28 pp.

This booklet contains a general discussion of workshops; their history, organization, administration and operation, public relations, contract and sales, and rehabilitation services.

Marra, J., Moore, Alice & Young, M. A. Job training for the mentally retarded. J. Rehabilit., 1957, 24 (1), 10-12 & 29-30.

Describes a program for rehabilitation of mentally retarded established at the Hartford Rehabilitation Center. After pre-vocational testing, the client is placed in the industrial shop. Individual and group counseling were used to help clients develop understanding of work.

Mase, D. J. Improving the program and image of the sheltered workshop. J. Rehabilit., 1962, 28 (2), 21-22.

This article stresses the need of workshops to be conscious of the "image" they create in the minds of employees and the general public. By casting its role in the light of industrial and community standards, the workshop can more readily place its employees and expect to receive the community support which it needs.

Massie, W. A. Implications of workshop standards. Rehabilit. Rec., 1960, 1, 31-33.

The development of workshop standards is an absolute necessity. Standards cannot remain static but must undergo periodic re-examination in the light of new knowledge. Workshops need to see the standards as a primary means to stimulate — not to eliminate.

Massie, W. A. Workshops: New emphasis. Rehabilit. Rec., 1961, 2, 31-34.

The various trends in the workshop field are mentioned including increased psychological services. There is growing concern for the submarginal worker in our society but much additional thinking and discussion are needed to determine the role of the workshop in long-term employment.

Massie, W. A. Directory of workshops for the handicapped. Washington, D. C.: U.S. Government Printing Office, 1962. 98 pp.

This directory contains brief data on 637 workshops representing 49 states and Guam. All facilities met the criteria as developed by the Institute on Workshop Standards. The following information was given for each agency: name and address, date founded, disabilities served, number of clients, and services provided.

Massie, W. Sheltered workshops: A 1962 portrait. J. Rehabilit., 1962, 28 (5), 17 & 20.

The present status, the problems and the opportunities of workshops. The role of the workshop and its financial problems are discussed as well as integration of the workshop in the community and its communication problems. Also, the social problems of clients.

May T. Morrison Center for Rehabilitation. Institute on work evaluation. San Francisco: The Center, 1959, 170 pp.

This report of a ten-day institute on work evaluation problems and techniques includes the following pertinent topics: work evaluation criteria, pre-vocational evaluation for severely handicapped, work samples, (Tower system), occupational aids, and industrial engineering. Included in the appendix are detailed outlines of the services utilized at the Morrison Center to assess work samples, tryouts, and adjustment.

Meadow, L. & Tillem, K. Evaluating the effectiveness of a workshop rehabilitation program. Personnel guid. J., 1963, 41, 541-546.

This study evaluates the success of the Jewish Vocational Service Community Workshop diagnostic rehabilitation program as evidenced by their vocational, social and personal adjustment during a period of at least one year after leaving the workshop. "The major findings from this study are that 65% of the clients achieved successful rehabilitation into private employment."

Meislin, J. The psychiatric sheltered workshop. J. Rehabilit., 1954, 20 (3), 11-13.

Discussion of the need for workshops in the United States to serve as a transitional bridge for the post-psychotic patient between the hospital and the community.

Memphis Goodwill Industries. Progress report: Work classification and evaluation project for cerebral palsied and other handicapped clients. Memphis, Tenn.: Memphis Goodwill Industries, Inc., 1960, 5 pp. (mimeo.)

This project, sponsored with an Office of Vocational Rehabilitation grant, reports on the Work Classification and Evaluation Unit set up in the Memphis Goodwill Industries to determine ways and means for best evaluating the employment potential of the cerebral palsied and other severely handicapped individuals. It is set up and operated along the lines of the prototype project sponsored by O.V.R. and other community agencies at the Institute of Crippled and Disabled in New York City. Upon publication of this report, only one group of fourteen clients had been evaluated and reported on.

Menchel, J. Prevocational evaluation. J. Rehabilit., 1957, 23 (5), 16-17 & 33.

Recommends work tryout experiences as an efficient means of beginning the vocational guidance process. Includes case studies illustrating the range of information obtained through prevocational evaluation.

Menchel, J. Making contacts for contracts. J. Rehabilit., 1959, 25 (4), 17.

Suggestions on how, when, where, and who should make contacts to obtain sub-contracts for a workshop serving retarded clients.

Metropolitan Council for Community Service. A study of sheltered workshops in the metropolitan area. Denver: The Council, 1960. 44 pp. Mimeo.

"Five facilities in the metropolitan area of Denver considered to be sheltered workshops, were evaluated in a study requested by the Denver Mile High United Fund. Factual information on services offered, trades learned, type of work performed, wages, referral policies, characteristics of clients, organization and administration, budget, physical facilities, and evaluation of co-operative work with other sheltered workshops are included for Goodwill Industries, Laradon Hall (a facility for retarded children and young adults), United Cerebral Palsy Center, Rehabilitation for the Blind Workshop, and Utility Workshop....." (Rehabilit. Lit., 1960, 22, 321).

Meyer, H. J. & Borgatta, E. F. An experiment in mental patient rehabilitation. N.Y.: Russell Sage Foundation, 1959.

Evaluation of a project conducted at Altro Health and Rehabilitation Service to provide sheltered workshop care for post-hospitalized schizophrenic patients.

Miller, Maurine R. Does a work evaluation program work? J. Rehabilit., 1958, 24 (2), 8-9 & 17.

Report on a four-year old vocational evaluation plan in the Indianapolis Goodwill Industries for the years 1955 and 1956.

Miller, Maurine R. & Ketron, F. D. Measuring the job potential of the disabled. J. Rehabilit., 1955, 21 (6), 10-11 & 14-15.

Description of a work exploratory plan undertaken by the Indianapolis Goodwill, in conjunction with the Indiana Vocational Rehabilitation Division, for evaluation of vocational potential of those with multiple physical impairments.

Moed, M. G. Personal and social factors influencing employment of the cerebral palsied. Personnel guid. J., 1960, 38, 567-570.

Results of a study of vocational evaluation procedures with 110 cerebral palsy clients at the Institute of Crippled and Disabled. Work sample techniques were used. Suggestions for measuring and up-grading vocational performance and adjustment are offered.

Moed, M. & Litman, D. The employability of the cerebral palsied: A summary of two related studies. Rehabilit. Lit., 1963, 24, 266-271 & 276.

This article describes two research projects conducted by the Institute for the Crippled and Disabled, in New York City, to: (1)investigate methods of work evaluation for 286 ambulatory cerebral palsied adults (1955-1960); and (2)apply these methods to another group of 243 cerebral palsied clients in six vocational centers located in various cities of the U. S. (1959-1962.) It was concluded that "among essentially ambulatory clients, physical disability is not a sufficient cause of vocational disability." (p. 266). Better speech, gait, and greater social and psychological maturity were more important in distinguishing between clients employed in competitive jobs and clients employed in sheltered workshops.

Moes, J. H. Vocational rehabilitation workshop attacks psychological barriers. J. Rehabilit., 1962, 28 (2), 10-12.

Description of the program for the rehabilitation of emotionally disturbed clients at Handcraft Industries, Inc., a division of the Jewish Vocational Service of Los Angeles. A manipulated work environment coupled with intensive counseling is aimed at removing the client's psychological barriers to his productive capacity.

Mott, Basil J., Kovener, Ronald R. & Mergle, Max A. Basic accounting procedures for rehabilitation centers and facilities (54 pp.) & Cost accounting, budgeting and statistical procedures for rehabilitation centers and facilities (79 pp.). Chicago: National Society for Crippled Children and Adults, Inc., 1960.

These two publications are companion guides for use in the financial management and administration of rehabilitation centers and facilities. Together they present an integrated system of basic accounting procedures and reports of cost accounting, budgeting, and statistical procedures and reports. They were developed as part of an intensive study of rehabilitation centers jointly financed by the National Society and the U. S. Office of Vocational Rehabilitation.

Muthard, J. E. Proceedings of the conference on pre-vocational activities. Iowa City, Iowa: State University of Iowa, 1960, 78 pp.

This report contains highlights of conference papers and discussions on the methods, problems, and research issues involved in measuring work capacity and performance of workshop clients. Of interest to workshop personnel are the descriptions of the work evaluation techniques of the Institute for the Crippled and Disabled, New York City (TOWER System), and the May T.Morrison Center, San Francisco. Brief descriptive summaries of research related to vocational evaluation are also presented.

Nadler, E. B. Prediction of the sheltered shop work performance of individuals with severe physical disability. Personnel guid. J., 1957, 36, 95-98.

The author is with the Highland View Hospital, Cleveland, Ohio. "This study attempted to determine the predictive validity of pro-rated estimates of WAIS Verbal I.Q., WAIS Performance I.Q., and Bender-Gestalt scores concerning the sheltered shop performance of older severely handicapped persons, and to understand more clearly some of the psychological functions important in vocational rehabilitation." Age factors were shown to be unimportant while the intellectual factors were considered to be of significant importance in rehabilitation. The Highland Shop is a sheltered workshop attached to a chronic disease hospital.

Nadler, E. B. & Shontz, F. C. A factor analytic study of motivational patterns in a sheltered shop. Personnel guid. J., 1959, 37, 444-450.

The authors are psychologists at the Highland View Hospital, Cleveland, Ohio. The article demonstrated multiple patterns of behavior in a sheltered shop and described some of these patterns. The reactions to disability and the patients' utilization of rehabilitation services are considered to be largely understandable from the standpoint of the previously existing personality factors. Six factors were identified from an analysis of the interperson correlations of 28 severely disabled patients and the relationships of the factors to certain external criteria were presented. The factors are drivenness toward work; intellectual deficit; laissez-faire-realism; hysteria; submission-dominance; and constrictiveness-expansiveness. There is a brief discussion of research implications.

National Association for Retarded Children. Sheltered workshops for the mentally retarded. (Proceedings of Conference on Sheltered Workshops, Tampa, Florida, & Workshop on Sheltered Workshops, Fifth Annual Convention, Boston, Massachusetts). N.Y.: Nat. Assn. Retarded Children, 1955.

Includes papers on employment problems; responsibilities of schools, industry, and labor; establishment and operation of workshops for the mentally retarded.

National Institute on Workshop Standards. Experimental evaluative instrument. Washington, D. C.: The Institute, 1960.

These standards were suggested for study by workshop personnel. Presumably a more definitive edition will follow. A most valuable document for both lay and professional persons concerned with workshops. Its excellent organization lends itself to the self-evaluation of workshops. This publication will have a long-term influence on the development of workshops throughout the country. It was sponsored by the National Association of Sheltered Workshops and Homebound Programs, and the National Rehabilitation Association.

Nelson, Nathan. Workshops for the disabled in California. Sacramento, Calif.: Vocational Rehabilitation Service, State Department of Education, 1958. 48 pp. Mimeo.

This booklet presents the findings of a State-wide survey conducted by the California Vocational Rehabilitation Service, of all the workshops operating in the State in the spring of 1957. Nelson, who was then the Physical Restoration Service Consultant, organized and reported on the survey results.

Nelson, Nathan. How to start a workshop for the handicapped in California. Sacramento, Calif.: State Department of Education, Vocational Rehabilitation Service, 1962, 9 pp. (mimeo.)

Nelson, Rehabilitation Workshop Consultant for the California Vocational Rehabilitation Service, answers the twenty-four questions most frequently posed to him concerning the establishing of a new workshop.

Nelson, Nathan. The extent and limitations of workshop experiences of the disabled workers. Sacramento, Calif.: State Department of Education, Vocational Rehabilitation Service, 1962, 3 pp. (dittoed).

Nelson, who is the Rehabilitation Workshop Consultant for the State of California's Department of Rehabilitation, discusses the use of work as a rehabilitation technique. He feels that if work is used as a means of rehabilitation, it must resemble closely the work in the world outside of the workshop. A workshop should focus on preparing the disabled person for productive work and not be used for purposes of occupational therapy or psychotherapy.

Nelson, Nathan. Census of the population of workshops for the handicapped in California, 1962. Sacramento, Calif.: State Department of Education, Vocational Rehabilitation Service, 1963, 9 pp. (mimeo.)

Nelson, California's Vocational Rehabilitation Service Workshop Consultant, presents the descriptive data of a population survey he conducted of the rehabilitation workshops in California.

Nelson, N. Lifeline to California workshops. Rehabilit. Rec., 1964, 5, 4-6.

Nelson, who is the workshop consultant to the California Department of Rehabilitation, discusses ways in which his staff assists sheltered workshops in contract procurement, efficient work flow, and good management. A number of informative brochures on these and other topics are also listed.

Neuhaus, E. C. Audiovisual job training for mentally retarded. Rehabilit. Rec., 1964, 5, 32-35.

Abilities, Inc., Long Island, New York, has completed a research project in which 25 mentally retarded individuals from eighteen to thirty with I.Q.'s of 60 to 80 were trained to do electronic assembly operations by the use of Videosonic audiovisual aids produced by Hughes Aircraft. Since the project has just been completed it "...has not collected any substantial or definitive data regarding the efficacy of audiovisual training for the retardate, but it has given rise to a number of impressions and observations."

Newark Jewish Vocational Service. The study of the contribution of workshop experience in the vocational rehabilitation of post-hospitalized schizophrenic patients. Newark, N.J.: Jewish Vocational Service, 1961, 23 pp. (mimeo.)

This study involves three service organizations: the Essex County Overbrook Hospital, the New Jersey Rehabilitation Commission, and the Jewish Vocational Service of Essex County. Data is given on patients in three categories: a non-workshop group which has other rehabilitation services; a workshop group; and a rejected group.
The questions which the project proposes to answer are: (1)what characteristics of schizophrenic patients are related to success in a vocational rehabititation program? (2)what are the behavioral characteristics of schizophrenic patients who can profit from a workshop experience? (3) what is the nature and process of change in those receiving a workshop experience? The study, in this report, was in its second year and no definite conclusions were drawn, although positive changes are mentioned as having taken place.

Olsen, Carl E. & Held, Marian. The industrial workshop - destination unlimited. New Outlook Blind, 1957, 51, 303-308.

Article considers the "productive shop" for the blind. This type of shop would provide "continuous and remunerative employment." The authors make an excellent case for their viewpoint, outlining numerous advantages of the production shop, and using Lighthouse Industries in New York for their example. The conclusion drawn is that this type of terminal shop provides for all the needs of a worker, and meets all the tests of successful rehabilitation.

Olshansky, Simon. The transitional sheltered workshop: A survey. J. soc. Issues, 1960, 16, 33-39.

Brief history, purpose, type of population, and problems of sheltered shops. Primary emphasis is placed on the problems encountered between shops and mental hospitals. Conclusion reached is: "That the transitional sheltered shop as we know it fits the needs of only a few released psychiatric patients. Most released mental patients seem to fit more appropriately into the so-called terminal workshop. In short, almost all released psychiatric patients are either too well or too sick to need or benefit from the transitional sheltered shop as currently structured."

Opportunity Workshop & Training Center. San Antonio, Texas: The San Antonio Council for Retarded Children, Inc., 1960, 11 pp. (mimeo.)

A rehabilitation facility for mentally retarded adults reports on the setting up of a workshop facility in San Antonio, Texas. Discussed is their procedure of intake, evaluation, training, production, placement and follow-up, plus their future plans.

Oseas, L. A model for establishing therapeutic work conditions. J. couns. Psychol., 1963, 10, 368-372.

"As a unique treatment milieu, the controlled work setting has inherent, relatively fixed parameters which both enhance and limit its therapeutic potentials. Within these boundaries, the work therapist has at his disposal a number of procedures for structuring work experience for maximum therapeutic effectiveness." The author is interested in which patients respond well or poorly to work approaches, which technique or combination of techniques is indicated for specific conditions, what are the effects on work performances of various rewards, etc. Few of the basic assumptions of work therapy have been subjected to empirical test. More research is needed.

Parenti, Marguerite. Who's disabled? Nurs. Outlook, 1956, 4, 668-670.

"The author, director of industrial nursing at Abilities, Inc., describes the medical services available to handicapped employees and special equipment used to provide them...." (Rehabilit. Lit., 1957, 18, 13).

Park, P. Realistic job goals for the cerebral palsied. Performance, 1956, 6, 6-8.

"Describes a research project at the Institute for the Crippled and Disabled, New York City, for testing the vocational potential of adult persons with cerebral palsy. Called the CP Work Classification and Evaluation Center, the project is under the direction of a vocational guidance and placement specialist. Operation and results of the program are discussed." (Rehabilit. Lit., 1956, 17, 5.)

Patrick, Donna. Retardates in a work adjustment program. Amer. J. occup. Ther., 1960, 14, 297-300.

The program for the evaluation and adjustment of mentally retarded, brain injured, and emotionally disturbed individuals in a work adjustment program operated by the Hartford Rehabilitation Center, Inc., is discussed.

Peffer, P. A. Money: a rehabilitation incentive for mental patients. Amer. J. Psychiat., 1953, 110, 84-92.

The use of money payments as incentive for productive work at the Veterans Administration Hospital at Perry Point, Maryland.

Pinner, Janet I. Are the sheltered workshops doing their job? New Outlook Blind, 1956, 50, 12-15.

Close look at workshops from the point of view of the New York State Employment Service. Placement depends on more than ability to do the job. Many disabled lack motivation and proper work habits.

Redkey, H. Tomorrow's sheltered workshop. J. Rehabilit., 1959, 25 (5), 14-15 & 26.

A statement of what workshops need to do to measure up to the needs of handicapped people from the point of view of rehabilitation needs and the needs of industry.

Reed, J. W. & Harvey, J. C. Rehabilitating the chronically ill. Geriatrics, 1964, 19, 87-103.

The Adult Evaluation Research Clinic at Johns Hopkins Medical School undertook a thirty-seven-month project to determine the functional capacity of 149 physically or psychiatrically impaired male adults to engage in some form of employment. Each client received comprehensive diagnostic and therapeutic services. Predictions as to the probable employability or un-employability of each client were made by members of a co-ordinating conference. At the conclusion of the project, 44% of the 106 considered employable fulfilled predictions by being engaged in full-time or part-time jobs, in sheltered workshops, or in homebound programs. Approximately $200 was spent for each client completing the study.

Reiser, M. Views differ on group therapy technique. J. Rehabilit., 1961, 27, 23-24.

"Selkin and Meyer's recent article on group therapy in the sheltered workshop (see Rehabilit. Lit., 1960, #970) laid down rules for successful group therapy. The authors of the current article offer their experiences with more than a year's intensive group psychotherapy at

the Work Adjustment Center of the Jewish Employment and Vocational Service, Philadelphia. Their procedures and observations in the research project differ from those of Selkin and Meyer in some respects; special techniques and differences in procedure are discussed." (Rehabilit. Lit., 1961, 22, 227.)

Richardson, A. Planning a research or demonstration project. J. Rehabilit., 1959, 25 (1), 10-13.

Outlines the steps to be taken, the personnel needed and the sources of funds available for agencies desiring to participate in research and demonstration projects in the field of rehabilitation.

Riemer, Delilah. Community employment project: An intermediate rehabilitation programme for neuropsychiatric patients. Brit. J. phys. Med., 1956, 19, 269-272.

"The author points out a variety of programs utilized in neuropsychiatric hospitals for bridging the gap between hospital-level rehabilitation and adjustment in the community. The "Community Employment Project" in operation at the Bedford (Mass.) V.A. Hospital is similar to others reported in the literature. At present, thirty-eight patients are participating in the intermediate rehabilitation program which allows them to work in the community alongside of regular workers. For this work they receive standard wages and learn to adjust to actual working conditions. Administration of the program is described." (Rehabilit. Lit., 1957, 18, 20 #217).

Risch, F. & Henry, J. J. Epilepsy explored in California study. J. Rehabilit., 1960, 26 (5), 13-15.

Discusses the role of the workshop in the comprehensive program for epileptics at Epi-Hab in Los Angeles, Calif.

Ropchan, A. The need of integrating the community rehabilitation agency and disciplines. J. Rehabilit., 1960, 26, 4-7 & 45-47.

In this general article stressing the need for community integration of services and activities, an example is cited of interest to workshops. The Joint Contract Procurement Service in Chicago illustrates the economy and efficiency resulting from the joint cooperation procurement of contracts for workshops in Chicago.

Rose, G. Placing the marginal worker — a lesson in salesmanship. J. Rehabilit., 1963, 29 (2), 11-13.

This outlines the placement procedures of the Milwaukee Jewish Vocational Service for marginal workers channelled through its two separate rehabilitation workshops.

Rosenberg, B. Group vocational counseling in a rehabilitation center. J. Rehabilit., 1956, 22 (1), 4-6 & 20.

The use of group counseling to help prepare thirteen severely disabled adults for the job placement process. This took place at the Institute for the Crippled and Disabled, New York City.

Rosenberg, B. The employable and unemployable cerebral palsy in a workshop setting. Cerebral palsy Rev., 1964, 25, 14-16.

This article describes a project by the Institute for the Crippled & Disabled and the United Cerebral Palsy of New York City, to develop a training workshop for cerebral palsy clients. Successful placements in competitive employment were significantly higher in productivity, dexterity, and ability to stand and ambulate over an extended period than clients placed in terminal workshops. Intelligence, level of education, or age were not significant factors in competitive placements.

Rudd, J. L. & Feingold, S. N. Medical and vocational cooperation in a geriatric workshop. J. Amer. Geriat. Soc., 1959, 7, 349-359.

This article summarizes the brief history of the Work Adjustment Center in Boston founded to provide work-conditioning for geriatric, psychiatric, or physically handicapped clients. Admission policies, functions of workshop personnel, methods of work evaluation, and the economic contributions rehabilitated clients have made to the local community are discussed and illustrated by representative case histories.

Rudd, J. L., & Feingold, S. Norman. A work adjustment center in vocational rehabilitation. Arch. phys. Med. Rehabilit., 1959, 40, 29-34.

Patients with severe emotional problems, physical and other handicaps, limited intelligence, spend up to nine months working in a program designed to condition the patient to be able to work. Personnel, personnel roles, selection, training, evaluation, and placement procedures are described.

Rusalem, H. Program for the older disabled worker. J. Rehabilit., 1959, 25, 24-25 & 38-40.

Report of a research and demonstration project to the Federation Employment and Guidance Service of New York City in which work evaluation in a workshop was regarded important for the large majority of clients.

Rusalem, H. Client characteristics and counselor perceptions suggesting the need for a work evaluation program for older disabled workers. Arch. phys. Med. Rehabilit., 1963, 44, 98-104.

"Data are presented in this report to support the hypothesis that a vocational service for the disabled worker aged fifty-five and older is rendered more effective by the addition of a work evaluation program. In such a program, the worker is exposed to a pre-determined sequence of tasks performed according to standardized instructions and procedures." There is special emphasis on work tolerance, vocational interests and aptitudes, job habits, and skills. This information is not easily obtained from other sources.

Rusalem, H. Counselor perception of the therapeutic aspects of the sheltered workshop. Personnel guid. J., 1963, 41, 705-708.

Discusses the findings of a questionnaire which sampled fifty-eight state rehabilitation counselors in the New York City Office. The workshop setting most helpful to the client was considered in terms of remuneration to the client, hours of work, supervision, and many other factors. Though counselors seek a simulated industrial environment in the workshop, they perceive the workshop as adapting to the client and favored the necessary flexibility.

Rusalem, H. The rehabilitation potential of older disabled workers. J. couns. Psychol., 1963, 10, 56-60.

The vocational rehabilitation of disabled persons seventy years of age and over seems quite feasible. These clients constitute a promising group for rehabilitation and have been found to possess personal and vocational qualifications that compare favorably with clients in the fifty-five to sixty-nine year age range.

Rusalem, Herbert. The sheltered workshops of the 1960's. New Outlook Blind, 1963, 57, 200-205.

Reviews the changes which have occurred in sheltered workshops since their founding in the U. S. in 1840, and anticipates the changes that will occur in the decades of the '60's.

Salmon, Peter J. & Rusalem, Herbert. Vocational rehabilitation of deaf-blind persons. New Outlook Blind, 1959, 53, 47-54.

Reviews progress, problems and needs for deaf-blind persons. The Industrial Home for the Blind and the American Foundation for the Blind have created special departments for the deaf-blind. The O.V.R. has sponsored a two-year research and demonstration project for the deaf-blind adult. Findings are that the rehabilitation of the deaf-blind differs only in emphasis from that of other disabled

groups. One conclusion is that the deaf-blind person can be integrated into blind workshops without major concessions. A teaching program is outlined, and examples of vocational placement given.

Schumacher, F. A. & Townsell, J. C. Training mentally retarded for employment. Rehabilit. Rec., 1960, 1, 24-29.

There has been increased emphasis on the vocational rehabilitation of the mentally retarded, with a focus on adjustment and placement in varied occupations. Part of this program consists of increased federal aid to workshops for the mentally retarded.

Seidenfeld, M. A. Gaps and trends in rehabilitation of the retarded. J. Rehabilit., 1962, 28 (6), 37-39.

Evaluation of past performance and overview of the future in advancing the vocational rehabilitation of the mentally retarded. The role of workshops is discussed.

Selkin, J. & Meyer, G. Group therapy enters the sheltered workshop. J. Rehabilit., 1960, 26, 8-9.

Report on how group therapy is used as an integral part of the rehabilitation program at the Utility Workshop of Denver.

Shapiro, Solomon (Ed.). Voc. Abstr. 1962. N.Y.: Jewish Occupational Council, 1963. 51 pp. Mimeo. ($1.25)

"An annual survey of the publications, articles, and research reports written and prepared by the professional staffs of the Jewish Vocational Services in the United States, Canada, Australia, and Israel." This quotation is the sub-title of this report. Many, if not most of the items listed are issued as mimeographed reports by local Jewish Vocational Service Agencies.

Sherman, E. D., Gingras, G. & Levinson, E. D. The medical aspect in a sheltered workshop. Arch. phys. Med. Rehabilit., 1963, 44, 139-146.

This report by the Jewish Vocational Service of Montreal, Canada is based on observations of 35 clients diagnosed as having cardiovascular disease and psychiatric disorders of varying degrees of severity. "Integrated team work by the medical and vocational staffs resulted in a form of dynamic rehabilitation, increasing the effectiveness of the workshop in assisting the handicapped to progress toward normal living and a productive vocational status." (p. 139).

Shulman, O. J. Differential use of casework services in the sheltered workshop. J. Rehabilit., 1961, 27 (2), 30-32 & 42-44.

The role of the caseworker in assisting workshop employees to improve social functioning concurrently with improvement in vocational functioning is illustrated through cases.

Silverman, H. Agency directors and professional growth of personnel. Personnel guid. J., 1957, 35, 391-393.

Although written from the point of view of a director of a counseling agency, the principles outlined for promoting professional growth of staff members apply equally well to other personnel service agencies.

Silvern, L. C. Object analysis and action synthesis methods in developing a program for the assembly of a television antenna in a sheltered workshop. Ment. Retardation, 1963, 1, 140-147.

"Describes and illustrates a method of job analysis used in developing an experimental lesson for mentally retarded young adults. The 'performance aid' technique, as applied to the assembly of indoor 'rabbit ears' television antennas results not only in production of the antenna but also in retention of the steps of assembling as part of the learning process. This type of aural-visual instruction should be useful in vocational rehabilitation of the handicapped, especially the mentally retarded." (Rehabilit. Lit., 1963, 24, 294.)

Small, S. J. Purchasing agents are human. J. Rehabilit., 1958, 24 (4), 10-11 & 27 & 44.

Offers suggestions to workshops as to what an industrial purchasing agent is looking for in a sub-contractor. The article is illustrated by examples from the relationship between Abilities, Inc. and the Republic Aviation Corp.

Smith, P. N. Operational technics for sheltered work programs. Rehabilit. Lit., 1961, 22, 230-240.

This article deals with business and organizational factors involved in operating a sheltered workshop. Primary considerations are devoted to contract procurement, pricing, and confirmation of the contract. In addition, floor plans especially suited for mentally retarded and wheelchair bound clients are discussed and illustrated.

Snider, G. T., Lenard, H. M. & Linde, T. Cerebral palsied learn productivity. Rehabilit. Rec., 1963, 4, 37-40.

United Cerebral Palsy of Milwaukee, Inc. has established a program of work classification and evaluation for cerebral palsied individuals. The

clients in the work center are provided with various work situations, with the emphasis placed upon the associative and social aspects of work. One hundred seventy-five persons have been accepted into this program for the cerebral palsied. Forty-six of them have been placed in industry; thirty-two are in the sheltered workshop; and twenty-one have been referred for additional education.

Spaulding, James. The therapy of purposeful work. Geriatrics, 1961, 16, 231-236.

A pilot study, done at the Veterans Administration Center in Wood, Wisconsin, sought to preserve self-respect of men no longer able to fend for themselves. The results showed improved social adjustment, appearance and personal hygiene, and more constructive leisure time usage. The average age of the 1,500 residents was 63. While previously the men did nothing but sit all day, under the new program most of the men engage in several hours a day at the workshop.

Stevens, H. A. & Blumberg, A. A preliminary report on the establishment of a sub-contract sheltered workshop in a residential school for the mentally retarded. Amer. J. ment. Defic., 1957, 62, 470-475.

"As a result of observable deficiency in existing occupational training programs in state residential schools for the mentally retarded, it was felt that a more realistic approach might be achieved by structuring a program utilizing subcontract work in a sheltered workshop setting. It is felt that the sheltered workshop technique has demonstrated considerable merit and the suggested areas for further study should be investigated." There is also a section on problems needing further investigation.
The setting for this project was Southern Wisconsin Colony's Training School, a state residential school for the mentally retarded.

Stojanovic, E. L. & Carballo, J. L. A study for the purpose of establishing the negative productivity of techniques for placing blind persons in competitive employment. Jackson, Miss.: Rehabilitation Division for the Blind, 1963. 49 pp. Mimeo.

A project to determine the relationship between training and rehabilitation by analyzing the personal characteristics, e.g. age, marital status, time of onset of disability, education, etc. of 43 blind clients placed in competitive employment. These characteristics were combined with the type of training received (sheltered workshops, technical and professional training, and on-the-job experiences) and the clients' level of aspiration into a rehabilitation index. Discussion of results are presented in narrative and tabular forms.

Stotsky, Bernard A. Predicting success on the member-employee rehabilitation program. J. consult. Psychol., 1955, 19, 274.

Selected patients were discharged and placed in full-time salaried

positions as hospital employees. Many test results and biographical data were collected, but the only successful predictor of job success was "present difficulties with alcohol..... alcoholics are poor prospects for a program of this type."

Stubbins, Joseph (Ed.). New horizons for workshops for the handicapped. Los Angeles State College and California Conference of Workshops for the Handicapped, 1960, 45 pp. (multilith).

A record of the speeches and discussions of the Training Institute for Rehabilitation Workshop Directors which took place at Pacific Palisades, Calif. in February, 1960. Topics covered are: Background of the California Conference of Workshops for the Handicapped; Sheltered Workshops, their future; and Problems of Business Operations of Workshops.

Stubbins, Joseph (Ed.). Proceedings of the fourth annual meeting of the California conference of workshops for the handicapped. Los Angeles: Exceptional Children's Foundation, 1949. 49 pp. Multilith.

This report contains the papers and discussions of the fourth annual meeting of the California Conference of Workshops. The purpose of the conference was to consider the relationship of workshops to mental health.

Stubbins, J. & Grumer, M. (Eds.). Proceedings of the third annual meeting of the California conference of workshops for the handicapped. San Francisco: John T. Brown Workshop, 1962, 36 pp. (mimeo).

Based upon a three-day conference held in San Diego, this report contains discussions of timely topics such as: contract procurement, quality control, mobilizing community support, workshop consultative services provided by the California Department of Vocational Rehabilitation, and legal implications of the Fair Labor Standards Act and Workmen's Compensation.

Taylor, J. B. The mentally retarded in an intensive rehabilitation center. J. Rehabilit., 1959, 25 (5), 10-13.

General findings resulting from an intensive rehabilitation effort with non-institutionalized mentally retarded at Goodwill Industries at Tacoma, Washington.

Thomas, R. E. The operation of facilities and workshops by state vocational rehabilitation agencies . Rehabilit. Serv. Series No. 496. Washington, D.C.: Vocational Rehabilitation Administration, 1958. 56 pp. Mimeo.

This report describes the development and operation of five multi-disability facilities in five different States. The history, physical plant, evalua-

tion and guidance services, medical and vocational services, per diem rates, and disability categories served are discussed for the following facilities: Woodrow Wilson Rehabilitation Center in Fishersville, Virginia; West Virginia Rehabilitation Center and Workshop and Homebound Industries Center; the Rehabilitation Center in Johnstown, Pennsylvania; and the Iowa State Vocational Rehabilitation Training Center.

Thomason, B. & Barrett, A. M. The placement process in vocational rehabilitation counseling. (Rehabilit. Serv. Ser. No. 545) Washington, D. C.: U. S. Government Printing Office, 1960. 104 pp. (35¢).

Section VI is concerned with placement of the disabled in sheltered workshops. The article identifies some workshop functions and cautions against using workshops for easy case closures. A brief treatment of workshops in general.

Thompson, Nellie (Ed.). The role of the workshop in rehabilitation. Washington, D.C.: Nat. Inst. on the Role of the Workshops in Rehabilit., 1958. 113 pp.

A publication of lasting value. It is a culmination of work of an institute sponsored by the National Association of Sheltered Workshops and Homebound Programs. There is a comprehensive coverage of the values and theory of workshops. Other topics covered are Rehabilitation Needs of the Handicapped; Workshop Programs; Objectives and Functions of the Workshop; The Value of Work in Rehabilitation; Mutual Responsibilities of the Workshop, Industry and Labor; The Growth and Development of Workshops Through Legislation; The Place of the Workshop in the Community; The Emerging Rehabilitative Role of the Workshops; and selected annotated references to workshop literature.

Tobias, Jack. Evaluation of vocational potential of mentally retarded young adults. Train. sch. Bull., 1960, 56, 122-135.

Vocational evaluation tests consisting of common workshop-type tasks were administered to 55 mentally retarded young adults. The data show that subjects improve with practice and that there is no relation between intelligence and rate of improvement. Work evaluation scores correlate higher (.52) with average earnings than intelligence does (.14).

Tobias, Jack & Gorelick, Jack. An investigation of "orderliness" as a characteristic of mentally retarded adults. Amer. J. ment. Defic., 1959, 64, 761-764.

About half of the sixty retardates in a sheltered workshop were found to have the characteristic of excessive orderliness. The tendency toward orderliness was found to be negatively correlated with intelligence and to result in decreased production. The author was concerned with this problem because it slowed down production in the sheltered workshop.

Tobias, J. & Gorelick, J. The effectiveness of the Purdue Pegboard in evaluating work potential of retarded adults. Train. sch. Bull., 1960, 57, 94-104.

The AHRC Sheltered Workshop and Training Center in New York City investigated the utility of the Purdue Pegboard in the evaluation of retarded adults. The Purdue Pegboard appears to be a more effective predictor of the productive efficiency of the retarded than it is of normals; the Purdue Pegboard appeared to be better than I.Q. in predicting productivity on the type of work available at the Workshop.

Trevethan, P. J. Goodwill Industries accreditation program. J. Rehabilit., 1962, 28 (1), 49-50.

Description of an accreditation program adapted by Goodwill Industries of America, Inc. in 1959 to provide standards upon which accreditation of local member programs could be based. The schedule includes five sections: (A)Organization; (B)Administration; (C)Facilities; (D)Performance; and, (E)Services to Clients.

U. S. Dept. of Labor, Wage and Hour and Public Contracts Div. Employment of handicapped clients in sheltered workshops. Washington, D. C.: The Dept., 1959, 4 pp.

This gives the Fair Labor Standards Act of 1938, as amended, pertaining to federal regulations governing the employment of handicapped clients in sheltered workshops.

U. S. Dept. of Labor, Wage & Hour & Public Contracts Div. Sheltered workshops under the Fair Labor Standards Act and the Walsh-Healey Public Contracts Act. Washington, D. C., 1963. 36 pp. (Publications series QA-IND-12).

This publication consists of 143 questions and answers giving highlights of the Fair Labor Standards Act and the Walsh-Healey Public Contracts Act as it pertains to sheltered workshops and their clients. It also contains information where complete and official rules, regulations, and interpretative bulletins may be obtained.

University of Alabama. Management of the sheltered workshop. University, Alabama: Extension Division, U. of Ala., 1960. 29 pp.

Report of the Institute for Sheltered Workshop Management held November, 1960 at the University of Alabama. Includes a special section on public relations. For copies write University Extension, University of Alabama, University, Alabama. (J. Rehabilit., 27 (1), p. 40).

Usdane, W. Employability of the multiple-handicapped. Rehabilit. Lit., 1959, 20, 3-9.

The author makes the point that reinforcement of workshop reality and professional understanding must be concurrent.

Usdane, W. M. Remploy workshops in England: Paradox and dilemma. J. Rehabilit., 1964, 30, 40-42.

The author is Chief, Division of Research Grants and Demonstrations, U. S. Vocational Rehabilitation Administration.
The article discusses some of the dilemmas and paradoxes that plague the Remploy Workshops in England. This is a centrally organized system of sheltered workshops that more closely resemble commercial manufacturing plants than our own version of sheltered workshops. This large scale operation has tended to become more and more bureaucratic with emphasis on achievement as an industrial concern rather than upon the vocational rehabilitation of the severely disabled.

Venier, F. A. & Wershow, H. Observation on the meaning of work to older persons. Voc. Abstr. 1962, p. 9. (S. Shapiro, Ed.) N.Y.: Jewish Occupational Council, 1963, 51 pp.

Describes an experimental program of the Jewish Vocational Service in Chicago, supported by the Nat. Inst. of Mental Health to assess the effectiveness of a therapeutic workshop in maintaining and improving the mental health of people over fifty-five. Effects on varied clients are described, and overall evaluation suggests that workshops of this kind are necessary.

Vineberg, S. E. Concerning job readiness. J. Rehabilit., 1958, 24 (6), 9-10 & 23.

Problems facing the rehabilitation worker in assessing the motivation, skills and unknown factors which enter into a man's readiness to work.

Viscardi, H. Give us the tools. N.Y.: Ericksson-Taplinger, 1959.

The story of how "Hank" Viscardi founded Abilities, Inc., a workshop for the disabled he describes as "not sheltered, but in open competition."

Vocational Guidance and Rehabilitation Services. Self-study project. Cleveland: The Organization, 1960. 39 pp.

The purpose of this project was to develop an internal guide for all facets of the rehabilitation program of the Vocational Guidance and Rehabilitation Services in Cleveland. Many of the recommendations are of practical value for those interested in evaluating their own programs in professional training, research, program expansion, community resources, and specialized shop programs, e.g. sheltered workshops, home industry.

Vocational Rehabilitation Service, Calif. Dept. of Educ. The vocational rehabilitation of industrially injured workers. Sacramento: The Department, 1961, 177 pp.

This report to the California Legislature probes in depth some vital questions regarding the need, method of referral, and cost of providing vocational rehabilitation to industrially injured workers. Although not directed toward workshop personnel, this project contains important implications. For example, it was found that for each thousand injured workers, six needed and accepted vocational rehabilitation. The average length of time from injury to referral was 5.6 months and the average time from injury to case acceptance was 21.5 months. These facts assume importance when one realizes that many workshop clients are referred by the State Department of Vocational Rehabilitation to local workshops.

Wadsworth, W. V. & Tonge, W. L. A hospital workshop. Lancet, 1958, 7052, 896-897.

"Describes an experiment undertaken in a hospital sheltered workshop for chronic psychotic patients in an attempt to introduce normal working standards as contrasted with the leisurely pace of occupational therapy..." (Rehabilit. Lit., 1959, 20, 30.)

Waldman, M. Techniques for helping the workshop client. J. Rehabilit., 1963, 29 (3), 16 & 54-57.

Improvement of job functioning, relations with co-workers, and supervision are reciprocally related to self-attitude. Techniques based on this concept are discussed as practices at the Work Orientation Center of the Jewish Employment and Vocational Service in Philadelphia.

Wallin, J.E.W. Sheltered workshops for older adolescent and adult mental retardates (I). Train. sch. Bull., 1960, 56, 111-121.

The author gathered some of the data and ideas for this article on field visits to workshops. He discusses eight specific objectives of a workshop program for the mentally retarded, and argues for a specialized shop for them.

Wallin, J.E.W. Sheltered workshops for older adolescent and adult mental retardates (II). Train. sch. Bull., 1960, 57, 24-30.

The article lists eight suggestions for implementing the program outlined in Part I.

Wallin, J. E. W. Survey of educational attainments of clients in Industries Limited, a workshop for mental retardates. Carlisle, Pa.: Industries Limited, 1962. (25¢).

A detailed informative report of mentally retarded clients' attainments in

reading, arithmetic, spelling, written language skills, and related areas. Also included are a newly constructed articulation test, and directions for administering the Wallin-Cutsworth Attainment Scale.

Walter, Esther C. Community Workshops, Inc. J. Rehabilit., 1959, 26, 19.

Brief description of the five programs offered by Community Workshops, Inc. in Boston. The aim of this rehabilitation workshop is to get people "in for training — out for employment."

Wigfield, M. E. Vocational training for the cerebral palsied. Cerebral palsy Bull., 1961, 3, 355-363.

"An analysis of three years' experience in training young adults with cerebral palsy at Sherrards Training Centre, the National Spastics Society's first vocational training center. Discussed are types of disability in 211 applicants, reasons for rejection of 67, the social, domestic, and technical problems of trainees, and placement results. Equipment, facilities, and administration of the residential sheltered workshop center are described. The findings have implications for the future planning of educational programs and medical treatment of the cerebral palsied." (Rehabilit. Lit., 1961, 22, 322).

Winick, W. Industrial rehabilitation of the mentally ill. Industr. Med. Surg., 1963, 32, 332-336.

"With co-operation from private industry, CHIRP (Community Hospital-Industrial Rehabilitation Program) of the Brockton, Mass. V.A. Hospital provides a therapeutic work program that prepares the mental patient to return to competitive industrial employment in the community. Discussed are: organization of the medically controlled and directed activity, its administration, staff involved, legal implications of monetary incentives, paid patients participating in the program, attitudes of labor unions toward the program, types of patients served by the program, and therapists' use of new techniques. Value of the work therapy program to patients and personnel has been shown." (Rehabilit. Lit., 1963, 24, 326.)

Wolfe, Harvey E. The attitude of small industrial employers toward hiring of former state mental hospital patients (SMHP). J. clin. Psychol., 1961, 17, 90-92.

Employers were divided into three categories; those employing under 25, 25-49, and 50-99. They expressed significantly favorable attitudes toward hiring former state mental hospital patients. The size of the industry showed no substantial relationship to the attitude expressed. Thirty-eight percent were rated interested or very interested in hiring state mental hospital patients.

Wright, G. N., Gibbs, F. A. & Linde, S. M. (Eds). Total rehabilitation of epileptics - gateway to employment. Washington, D. C.: U. S. Government Printing Office, 1962. 207 pp. ($1.25).

The book is divided into four parts: Toward a Better Understanding; The World of the Epileptic; Evaluating the Epileptic and His Disorder; and Rehabilitation Performance. The Rehabilitation Performance section includes articles on case finding, vocational appraisal, vocational counseling and planning, job problems, preparing the epileptic for work, sheltered workshops, job re-engineering, selling the employer, follow-up procedures, and selective placement. The article on sheltered workshops, by C. E. Caniff, discusses transitional and permanent workers; development of a work personality; evaluation and treatment; and financing the workshop.

Yerby, A. S. Planning the rehabilitation center. J. Rehabilit., 1955, 21 (4), 13-15.

Guide for planning and design of a comprehensive rehabilitation workshop.

Younie, W. J. The work orientated continuum for the moderately retarded in an institution. Train. sch. Bull., 1964, 61, 26-33.

This article, written by the Director of the Education and Training Department at the Southbury Training School in Connecticut, offers some pointed suggestions concerning the potential contribution the moderately retarded individual can make to the community upon his release from an institution. Comments on how the quality and structure of the training program, specific job orientation, and utilization of concrete abilities can insure maximum effectiveness of a work oriented continuum between the institution and community establishments such as sheltered workshops are discussed.

Zalfas, I. E. & Schwartz, B. S. Rehabilitation nursing in a sheltered workshop. Amer. J. Nurs., 1959, 59, 1428-1431.

"The authors, rehabilitation nurses for Altro Health and Rehabilitation Services, New York City, describe their duties in the sheltered workshop situation. They are responsible for accident prevention work, clinic nursing, all phases of industrial health, diet supervision, interpretation of individual clients' needs and problems to social workers and welfare investigators, and cooperation with administrators of the workshop." (Rehabilit. Lit., 1959, 20, 379).

THE LITERATURE ON WORKSHOPS FOR THE HANDICAPPED

Joseph Stubbins
Co-ordinator, Rehabilitation Counseling Program
California State College at Los Angeles

Recent developments in the whole range of transitional rehabilitation programs indicate the need for a new journal. Transitional adjustment programs for the handicapped now include industrial therapy, half-way houses, day centers, night hospitals, and sheltered workshops. In view of the identity of goals of these various programs, the communication among them is poor. An overview of the sheltered workshop literature especially points up this need.

Long aloof from the mainstream of rehabilitation, sheltered workshops are now moving toward a co-operative relationship with the disciplines and facilities concerned with the vocational readjustment of the handicapped. The workshop's tranquil period of growth appears to be at an end. More and more the workshop will be looked at critically. The workshop's new-found friends will be asking searching questions.

What are the questions being asked about workshops? About their place in the network of community welfare services? About methods of supporting and financing their operations? About the services they should provide? About the management of their industrial operations? The discussion of these and many other issues can be found in the literature on sheltered workshops. Until recent years, the literature consisted almost entirely of articles promoting this or that shop, exhortations for support, programmatic descriptions, and interpretations of the role of the workshop. However, the advances toward higher professional standards and increasing number of shops carrying on research have given new importance to the literature in this field. Personnel in this field can ignore it only at the risk of being uninformed of significant issues.

Recently some publications of lasting value have appeared. There are numerous reports of research and demonstration projects financed by the Vocational Rehabilitation Administration. Many of these are reported in the tradition of social science. Since they contain data and descriptions of populations, they enable the reader to interpret the findings himself. They encourage intelligent application and adaptation of treatment procedures described.

These recent publications also reflect the involvement of professional and scientific disciplines in the shops. There is a concern with the movement of clients out of the shop, and a much closer liaison with other rehabilitation services in the community. However, the appearance of some excellent reports in technical journals and as separates raises the question of how to disseminate the results of well-planned experiments and advances in

rehabilitation methods.

The task of locating the literature has been difficult. Over fifty journals were searched as well as many monograph series and bibliographies. Special acknowledgement is made to Rehabilitation Literature for permission to reprint abstracts of items unavailable to us. Some notion of the dispersion of articles and reports may be gleaned from the fact that this present workshop bibliography contains items from almost 100 different publication sources.

Many of the items included here were directed to a readership of special disability groups. These appear to operate independently of each other and of each others' influence. Such articles plead for support and professional acceptance and are not especially directed to the community of workshop professionals. The fact that numbers of such articles continue to appear suggests that many of the shops do not identify themselves as part of an institution in the way that individual hospitals or public schools do.

The typical article makes no reference to related literature or to the activities of comparable facilities. Yet it is not remarkable that this is so. Those presently employed in workshops come from a wide variety of backgrounds including business and the professions. Authors use the terminology of their professions and typically write either for their own professional group or for a special disability group. A recurrent type of article contains a brief history of the workshop movement, a description of techniques and accomplishments of a particular shop, and exhortations for support and study. It is natural that some of the significant findings and discussions would be lost among the chaff. There is no national forum for the evaluation and exchange of workshop ideas comparable to those established by the various professions.

The selection of items for inclusion in this bibliography has been somewhat arbitrary. Generally, we tended toward a standard of strictness for relevance and lenience for quality. This has resulted in a detailed overview of the present thinking in the workshop field. In summary, it presents an enormous repetition in programmatic descriptions, concepts, and altogether a not-too-flattering picture of the present intellectual, scientific, and innovative status of the field. The overview might have looked better if we had been more rigorous in rejecting weak items. However, a more critical selection would have delayed the publication of the bibliography considerably. Hence, with a few exceptions, the annotations are non-critical.

The standard of relevance for including items used was simple and pragmatic: the article or report had to be about workshops. The net result conveys a lopsided notion of the importance of the different aspects of workshops today. For instance, there are few items dealing with contract procurement and industrial management yet these are of vital concern. Likewise, there has been little discussion on how to finance a workshop. There is a relevant literature on these and other significant topics but it does not exist under the rubric of "workshops". It would have carried our search far afield.

Future editions of this bibliography will contain topical arrangements of items. Hopefully, it would then be possible to roam more widely in search

of literature that, though not issued for the workshop field, is nevertheless, rich in possibilities for adaptation. There is a wide range of techniques of rehabilitation used in other settings that have potential application in the workshop setting. Many of these articles and books are more worthy of the attention of workshop personnel than a goodly proportion of the items listed below.

There are undoubtedly some worthwhile articles and reports that were overlooked. It is hoped that these will be brought to our attention for future citation.

The professionally trained workers in shops primarily identify themselves with individual professions such as occupational therapy, industrial arts teaching, psychology, social work, and rehabilitation counseling. The wide range of interested and related professions does not help the problem of communication. Too often, the whole gamut of philosophy, management, and techniques is the concern of no one of these professional persons (unless he happens to be the director). The shop is sometimes regarded by these professionals as just another place where one plies one's trade — be it O.T., counseling, or psychological testing; there is no professional identification with the workshop. But there is no real barrier to a dual loyalty. A parallel can be found in the mental hospital field. Hospitals, too, employ members of many disciplines. But in the well-run hospital, there is a common involvement in the mental hospital program as an integrated therapeutic instrument. As to reporting, there is the journal, Mental Hospitals which covers the whole range of technical and professional ideas of value to that institution.

The varied professional origins of workshop people should not preclude the setting up of a specialization in workshop practice and management. The crystallization of loyalties and commitments might be hastened by the establishment of a journal — to serve both as a symbol and as an agent of professionalization. Such a journal would aid in the recruitment of capable and trained persons. By providing some status and recognition to present personnel, it would help to retain them on a career basis. Unfortunately, many of our very able young professionals in the workshop regard their affiliation with it as a stepping stone to a better position.

Except through the most time-consuming searching, it is not possible to obtain an overview of the entire area of exploration and thinking in this field. A journal for transitional rehabilitation programs would help persons with related interests find each other. It would speed up the communication of sound practice and hasten the advent of minimum standards for workshops in the family of rehabilitation. Achievements and research findings could be found in one place. A common workshop terminology could be more readily developed.

In spite of the diversity of workshops there are undoubtedly common techniques which could benefit many more shops if the communication of knowledge were expedited. Fortunately, workshops in the United States have not hardened in their ways. On the contrary, workshop personnel are more restless than ever and eager for the stimulation of new ideas. The outlook for professionalization is bright.

The time is at hand for a professional journal for the family of transitional programs concerned with the handicapped.

BOOK REVIEW

Contract Procurement Practices of Sheltered Workshops. By Michael M. Dolnick. Chicago: National Society for Crippled Children & Adults, 1963. 98 pp. $1.00

Reviewed by Nathan Nelson
Workshop Consultant
California Department of Rehabilitation

(Reprinted by permission from the California Workshop Newsletter, 1964, 3, 5)

In the literature of Workshops for the Handicapped, which consists principally of articles based on opinion, a full scale systematic study of the facts relating to sub-contracting practices is indeed welcome. Michael Dolnick's Contract Procurement Practices of Sheltered Workshops may become a standard work on the business aspects of workshops, not only because it is the only comprehensive treatment of contracting practices but also because it is well organized, well edited, and judicious in its selection of relevant content. Because of its general excellence and its probable pre-eminence in the foreseeable future, it is important to analyze what it is and what it is not.

The report itself emphasizes that it is a descriptive report of contract procurement practices of thirty-five workshops. Based on data made available by these thirty-five workshops, conclusions are drawn as to workshop practices. The report indicates how workshops contract and who procures contracts. It has an excellent section on the financial aspects of contracting. It gives descriptive account of pricing practices and the manner of making bids. In addition it has several sections of a How-To-Do-It nature which will prove helpful to inexperienced personnel. In this category the discussion of the concept of overhead is most useful. If every workshop director took to heart the account on "What Contractors Say About Workshops" the progress of workshops would be enhanced considerably.

The report is not a definite study of the theory or concept of contracting or of cost accounting principles. Neither is it an authoritative statement of acceptable practices or desireable norms. It would be most unfortunate if all of the practices described in the report were to be considered acceptable. Some of the practices of workshops have been labeled unfair by the Department of Labor. Sympathetic businessmen and expert consultants alike have indicated that workshop pricing practices sometimes leave much to be desired. The report itself nowhere indicates that all that it describes is acceptable. Indeed, the staff at times suggests gently that workshop pricing may be too low. However, it does not emphasize sufficiently that the practices described may be undesireable.

Two examples may illustrate the problem. The report indicates that small workshops (those having less than $50,000 a year contract volume) average an overhead allowance of 47%. It is hoped that small workshops will not take 47% as an unacceptable overhead allowance as a rule. The report indicates that the largest number of workshops (13) get from 40 to 59% of wages out of contract income. It will be unfortunate if shop personnel consider this a desireable norm. It is true that the report describes precisely how pricing should be done. But

as one director states, "Pricing formulas go out the window when a director pushes the panic button". In such cases it would be easy to use a published figure to justify an injudicious act.

As is usual in a first work in a field, not all the problems have been resolved. The classification of contracts has been a difficult problem, and the staff has not quite solved it. By putting Industrial Salvage and Reconditioning in one category, the subsequent statistics on these contracts are diluted. The classification has the effect of putting well paid, complicated contracts in the same class with simple, low paid contracts. It would have been better to make two separate classifications. The same may be said for hand and machine packaging. What is needed is a separate analysis of the nature of industrial and service contracts as a source of work for workshops.

By and large, however, the report is an outstanding contribution to the field. It should become a standard tool that every workshop buys as its first order of business. It is hard to visualize how a workshop director can get along without it. Mr. Dolnick and his staff deserve a vote of thanks from the workshops of the country.

THE CONSULTANT IN WORKSHOPS FOR THE HANDICAPPED

Calvin H. Simons
Rehabilitation Counselor
California Department of Rehabilitation

The workshop director is the individual who must face up to the gradually changing requirements of his workshop. The questions, then, of what changes are to be made and of how they are to be engineered and controlled are what a workshop director often contemplates during those hours of anxious privacy. Where can the workshop director turn to get help with what are increasingly complex technical questions?

The workshop director has many sources of help. These include the literature, the advice of friends and business associates, and members of his own board of directors. More and more frequently, however, the workshop director is turning to a professional consultant in the field of his particular problem area. Already accepted in business management, education and other professional fields, the professional consultant is a reliable source of help to a workshop director in need of answers to pressing problems in any one of many areas of responsibility.

Variety of Needs for Consultation

A workshop may benefit from utilizing consultants from many different professional areas. The workshop director is managing a business as well as a rehabilitation agency, and consequently is likely to have come from a professional background varying from private business to social work. (Stubbins, 1960) Special consultation can help him in any of the following areas of his overall responsibility: Management consulting can aid the shop with problems it has in common with other small businesses — management, personnel, training, finance and accounting. Engineering consultation may help with problems of tooling, plant layout, work flow, quality control and production control. Community relations consultants may assist the workshop attempting to integrate its services into the community rehabilitation effort. If disagreement develops between a workshop director and his board of directors, the knowledge and authority of an outside expert may be needed to resolve the difference. The workshop might also utilize vocational and clinical psychologists and rehabilitation consultants in order to guide the workshop toward meeting new rehabilitation objectives and to train the staff to meet client needs. Medical consultation may serve to make recommendation regarding the physical limitations and needs of clients. Psychiatric consultation can provide the workshop director with an understanding of an emotionally disturbed client so that he may work out more effectively the steps needed for his growth and development. In any area of service or function of the workshop, then, the workshop director may utilize consultation services from the community at large to supplement the professional abilities of his staff.

If a workshop director feels a need for a change and desires to seek the help of outside experts, how can he utilize consultative services most

effectively? What factors favor successful consultation? What factors interfere with it? This paper will consider some of the answers to these questions.

Use of Consultants by Workshops and by Small Businesses

During the summer of 1963 the author interviewed the directors or staff officers of nine workshops in the Los Angeles area having fewer than 100 clients each. All of these executives expressed a willingness to use consultation with regard to specific problems though none of them were doing so at the time.

Two of the shops had utilized psychiatric consultants available to them through the California Department of Mental Hygiene. Six of the workshops had a psychologist or rehabilitation counselor on the staff thereby lessening the likelihood that consultation would be necessary in this area. One workshop had a part-time community relations specialist on the staff. The use of management consultants by these shops is more fully detailed below to illustrate principles of good use of consultants. The use of consultants from other disciplines was not specifically acknowledged but volunteer help had been sought from board members, parents of clients, and friends in the community.

All nine shops had sought some help from Dr. Nathan Nelson, Workshop Consultant of the California Department of Rehabilitation. Four of the nine shops had called upon the services of the management consulting firm retained by the State of California for their use, and had received results of the study by way of written recommendations. Two of these studies involved rather complete recommendations covering organization, management, plant layout and industrial engineering problems. Two of the studies were limited primarily to plant layout and production engineering questions urgently requiring attention. All the directors had welcomed the consultant and cooperated fully with him; in only one workshop had staff resistance occurred.

One of the most significant findings was that three of the directors felt that in significant ways the consultants had failed to understand their workshops and that some of the recommendations could not be acted upon. None of the workshops put all the recommendations of the consultant into practice. Some of the reasons cited for failure to implement recommendations were lack of financial resources to do so, the feeling that consultants' recommendations were only guidelines, and the lack of needed flexibility in the consultant's ideas.

The role of the consultant in business has been growing rapidly over the recent past. The Association of Consulting Management Engineers has published information to the effect that the growth in dollar volume of the billings of members is increasing at the rate of ten per cent per year, which is approximately double the rate of growth of the economy at large. The acceptance of management consultants by small business is vividly illustrated in Krentzman and Samaras' report on the utilization of consultative services by 200 small

business firms which answered questionnaires. This 1960 study shows that larger firms are more likely to use consultation and to use it more frequently but small business as well as large appears to be utilizing consultation. The sample was chosen so that a portion of the firms had fewer than 100 employees, and thus were comparable in size to the average workshop. Some of the conclusions of this study will be used to illustrate principles underlying effective consultation. (Krentzman & Samaras, 1960)

Attitudes Conducive to Effective Consultation

The Krentzman and Samaras' questionnaire elicited the reasons small businesses give for rejecting the use of consultants. These reasons essentially have to do with certain fears concerning consultants held by many managers. These include the fear that consultation is a sign of weakness or failure, the fear that the consultant may not be competent or capable of providing the help needed, and the fear that the time and money required for consultations will not be well spent. (Krentzman & Samaras, 1960)

Is the act of calling in a consultant a sign that the workshop director himself is failing? Presumably some directors believe so. Some firms which use consultants are reluctant to give access to information about failures and company costs. (Krentzman & Samaras, 1960) The sensitivity and false pride indicated by these attitudes seems to be the greatest roadblock to the successful utilization of consultation. To successfully ask for help the workshop director must be willing to fully expose the area of need to the sight of the consultant. The fear of such an exposure may block the flow of communication essential to the consultant in making his analysis and recommendations. The fear of exposure may loom even larger to workshop staff members than to the director, because of their more vulnerable position. The director should assess whatever threat the consultant represents to himself and his staff and deal with it honestly.

Related to the fear of exposing oneself may be the fear that the workshop director is inferior to or dependent upon the consultant. A relationship between the director and the consultant based on mutual respect with each aware of the role and responsibility of the other party would lessen the threat of dependency. Though the consultant may provide needed knowledge and expert judgment in the development of the plans for the change, the decision to change is always made by the workshop director. The responsibility rests with him. He should manage and control the consultative process as he would any other aspect of the shop. (Tilles, 1961)

The results of interviews with Los Angeles workshop directors suggests that these workshop directors were not afraid to ask for help. However, resistance to consultation may take the form of denial of certain problems or seeking help only on limited, immediate problems rather than in facing up to basic and continuing sources of trouble. (This was borne out in the Krentzman and Samaras study where 76% of those using consultants said they could define their own problem prior to consultation and yet 70% admitted that other problems were uncovered during the process.) The danger in this situation lies in

the consultant "getting trapped" within a limited area of the workshop operation and prevented from bringing his resources to bear upon the problems which most need to be solved. (Lippitt, R., 1959)

The fear that the consultant will not be qualified and that results will not meet expectation was given some basis as far as the workshops in the author's survey were concerned. Three out of four workshops which used State-sponsored consultants felt that in significant ways the consultants had failed to understand the workshop. One workshop director felt that it was too much to ask a business consultant to grasp the unique aspects of the workshop as a rehabilitation center, which made it appear "overstaffed" by industrial standards. The financial structure of a workshop, involving as it does limitations upon sources of capital, does not often leave the consultant the free range of his imagination in proposing solutions. The consultant did not grasp the team concept essential to the organization of the workshop staff nor take cognizance of the workshop policy of training from within rather than hiring a more highly qualified person. The need for a more flexible layout of plant by another shop was overlooked by one consultant while another failed to grasp the physical limitations of the employees. The importance of an adequate and complete orientation of the consultant by the workshop director cannot be overlooked. The consultant can get his information about the shop only from the director and his staff. The director should never assume that the consultant is familiar with the special features of a workshop. The workshop director, more than the usual small business manager, must educate the consultant about the unique aspects of his business.

High fees and lack of time are often given as reasons why small business cannot afford consultation. It is true that workshops usually have no spare cash for "frills" and that the director's full time is usually required "running the shop". The consultant's contribution to the workshop should always be evaluated in terms of the benefits which may be anticipated from his recommendations. The California Department of Rehabilitation has a Workshop Consultant who will help workshops to meet many of their problems, and has also provided a budget for retaining management consultants for use by workshops. This has brought consultation services to many workshops which could not otherwise afford them. Again — once the workshop director has engaged a consultant he must be willing to commit his time and that of his staff toward preparing the consultant thoroughly if the expected benefits are to be realized.

Professional Consultation and Its Limitations

If the consultant was professionally trained and has had adequate experience, he can be expected to show responsibility, independence, and integrity. The truly professional person operates under the motive of service to his client. He is likely to enter the consulting relationship with attitudes toward himself and his profession which will be a mixture of authority and concern. (Brown, 1943) He will likely maintain a sense of importance and a superior attitude in the area of his expertness, yet he will respond to any and all factors in the consultative relationship of which he is made aware.

The consultant is likely to be looking for clues underlying the symptoms of the workshop director's problem which will enable him to confront the cause or causes of the problem. (Blaha, 1952) He will look for preventive solutions as well as corrective measures. (Crawford, 1956) One of his most valuable contributions can be in the development of the organization's ability to solve additional problems independently. (Tilles, 1959) As one workshop director related, the consultant demonstrated an analytic approach to problem-solving which the director himself was then able to utilize in other situations.

The workshop director should always be conscious of the limitations of consultants. The consultant may have his blind spots and may see similarities between one problem and another where the same solution is not really applicable. The consultant may over-value certain factors in his analysis while undervaluing others. The possibility exists that the consultant, unfamiliar with modern rehabilitation philosophy and sharing common stereotypes about handicapped workers, may overstress his own value and the dependency of the workshop. Resulting resentment of workshop staff may lead to resistance to consultation unless brought to mutual awareness. (Kaffman, 1961)

There is a danger, too, that the workshop director or members of his staff may be overawed by the role of the consultant as an expert to the extent that they may expect him to come up with the answer to their problems without involving the workshop organization in the development of background information or planning. As he works together with the consultant during the consultation process, a sensitive workshop director may improve the ultimate results by providing the consultant with candid, objective corrections of the consultant's misperceptions, thus enabling him to develop a more realistic set of limits within which his recommendations can be couched.

Summary and Conclusions

The purpose of this paper was to suggest ways in which workshop directors may more effectively utilize the services of professional consultants in solving problems which arise in the course of managing a rehabilitation workshop. An interview survey of nine Los Angeles Workshop directors by the author supplemented by the results of a questionnaire survey of 200 small business firms by Krentzman and Samaras suggests that the following principles may be of help to a workshop director seeking help through consultation.

(1) A workshop director who is willing to ask for help should fully and completely communicate with the consultant and be willing to explore answers to basic problems often exposed in the process of consultation.

(2) The workshop director has a primary responsibility to provide all the basic information which the consultant will need in making his recommendations. He should assume that the consultant is not familiar with workshops.

(3) Although most consultants are reliable and competent, they are not infallible. Successful consultation is a cooperative venture between the consultant and the workshop director.

Consultation may be an expensive venture for the small workshop. Yet it can be a sound investment for the forward looking workshop that is willing to gamble that there might be better ways to advance its basic purposes.

REFERENCES

Association of Consulting Management Engineers, Inc. Professional practices in management consulting. N.Y.: The Association, 1959.

Blaha, M. J. When and how a consultant can be used most effectively. Educ. Leadership, 1952, 10, 96-100.

Brown, T. H. The business consultant. Harvard bus. Rev., 1943, 21, 183-189.

Crawford, C. C. Professional consultants' operations and techniques. Los Angeles: Industrial Department, Los Angeles Chamber of Commerce, 1956.

Kaffman, M. Patterns of interaction between consultants and consultees in Israel. Behav. Sci., 1961, 6, 303-307.

Krentzman, H. C. & Samaras, J. N. Can small businesses use consultants? Harvard bus. Rev., 1960, 38, 126-136.

Lippitt, R. Dimensions of the consultant's job. J. soc. Issues, 1959, 15, 5-12.

Stubbins, J. (Ed.). New horizons for workshops for the handicapped. Los Angeles: Los Angeles State College, 1960. 45 pp.

Tilles, S. Understanding the consultant's role. Harvard bus. Rev., 1959, 39, 87-99.